

Court Administration Practice Guide

Support · Managment · Services



USAID
FROM THE AMERICAN PEOPLE

Court Administration Practice Guide

Version 1.0

Contents

Preface.....	1
Organizational Frame Work.....	2
Introduction	3
1) Purposes of the Courts	3
2) Court Administration Ethics	4
3) Jordanian Court System	4
4) The Judiciary.....	5
5) Ministry of Justice.....	6
Relations and Support	8
Introduction	9
1) Chief Judge.....	9
2) Judges	10
3) Court Administrative Manager.....	11
4) Administrative Management Team.....	14
4) Administrative Support Team	19
5) Adjunct/Specialist Support.....	21
Court Administration Functions.....	23
Introduction	24
Records Management	25
Caseflow Management.....	29
Human Resources	32
Resources	35
Customer Service	36
Resources	Error! Bookmark not defined.
Judicial Support.....	37
Practices.....	37
1) Visit the judges.	37
2) Inspect judicial workspaces.	37
3) Ensure adequate staffing.	38

4) Monitor outcomes	38
5) Confer with the chief judge	38
Resources	38
Facilities and Logistics Management	39
Practices	39
1) Designate a qualified facilities manager	39
2) Determine what work will be assigned and what methods will be used.	40
3) Set expectations and standards.	40
4) Monitor outcomes.	41
5) Include management meetings as required.	41
6) Stay involved as appropriate, necessary, and reasonable.	41
7) Maintain administrative files.	41
Resources	Error! Bookmark not defined.
Court Security and Continuity of Operations	42
Practices	42
Court Security:	42
1) Meet the police to confirm standards and expectations.	42
2) Put the agreement in writing.	42
3) Monitor the delivery and methods of service.	43
4) Address and resolve issues promptly.	43
5) Observe security methods and mechanisms as part of court tours.	43
Continuity of Operations:	43
1) Develop the plan.	44
2) Distribute and Review the plan.	44
3) Test the plan.	44
4) Update the plan.	44
Resources	44
Budgeting and Capital Improvement	45
Practices	45
1) Understand MOJ processes and perspective.	45
2) Understand information and data use in budgeting.	45
3) Review historical data and trends.	45

4) Connect current circumstances to planning.	46
5) Review with chief judge and management team; seek input.	46
6) Review requests, allocations, expenditure, and project status in management meetings.	46
7) Amend, approve, or deny requests in accordance with the court's needs and priorities.	46
8) Consolidate and submit annual applications in accordance with MOJ procedures.	46
Resources	Error! Bookmark not defined.
Fiscal Management	47
Practices.....	47
1) Understand the standards, controls, and methods of the Ministries of Finance and Justice.	47
2) Understand the records and reports (manual and automated) used to verify the integrity of financial transactions.....	47
3) Audit the work and records of the court's fiscal staff.	48
4) Review annual audit reports and recommendations with the chief judge and management team.	48
5) Maintain the court's advance accounts.	48
Resources	48
Information Technology	49
Practices.....	49
1) Understand inputs, outputs, structure, and potential of the court's IT systems and applications.	49
2) Use organizational data to assess the status, issues, and opportunities of the court. ..	50
3) Use technology for personal productivity.	50
4) Communicate electronically, when appropriate.....	50
5) Meet with staff and technologists.	51
6) Include adjunct/auxiliary systems.....	51
Resources	51
Strategic and Executive Planning	52
Practices.....	52
1) Meet with the chief judge.	52
2) Meet with MOJ.	52

3) <i>Draft strategies and assign responsibilities.</i>	52
4) <i>Communicate to the level of each person.</i>	52
5) <i>Monitor the outcomes.</i>	53
6) <i>Adjust and repeat as necessary.</i>	53
<i>Resources</i>	53
MOJ Executive Plan template	53
Court Name	67
New Team Member Checklist.....	67

Preface

Traditionally, the Courts in Jordan were managed by the Chief Judges. In recent years, the sharp increase in volume of cases as well as escalating complexity levels made it more and more challenging for the chief judges to manage all administrative and judicial functions in the court without appropriate support from a professional, trained and qualified court administrator.

This practice guide is one of many tools that were developed to enable the court administrator to support the role of the chief judge in their role of executing justice within the resources available.

The collaboration of court administrators with the chief judges, the understanding of the role of the court administrators and their clear ability to perform their duties are important components of success of the courts.

This Practice Guide was developed to assist the court administrative managers in Jordan to better understand and perform the functions mandated to them and delegated by the chief judges. The guidelines and recommendations are based upon internationally recognized best practices and core competencies for court administration.

The Guide includes references of authorities, roles and responsibilities, recommended actions and methods that have been proven effective in Jordan and in other countries, and practical tools for the execution of administrative duties.

Precise methods of implementing these practices may vary among courts depending upon many factors, including court size, resources, and constraints. It is the responsibility of each CAM to analyze the support mechanisms available to him/her, and to customize and document the methods of implementation best suited for his/her court.

The Guide will be updated regularly with additional tools and resources, and with recommended practices that emerge as the profession of court administration in Jordan evolves.

Organizational Frame Work

Purposes of the Courts

Court Administration Ethics

Court Organization and Structure

Judicial Council

Ministry of Justice

Introduction

The role of the court administrative manager and the practices of court administration must be understood in the context of the institutional and organizational structure and purpose of courts, and the roles and authorities of the Jordanian Courts System, the Judiciary, the Ministry of Justice.

The Court Administrative managers will succeed in their duties only if they understand the context of the system in which they operate, and the parameters governing their work. Also, their success is largely dependent on the level confidence they radiate in their practices and performance, therefore, it's just as important that the CAMs to hold themselves accountable to the professional ethics and principles.

1) Purposes of the Courts

Efficient and even effective judicial administration is not an end unto itself. Courts do not exist so that court leaders, either judicial or civilian, can manage them. Rather, courts must be managed well so that judges and others acting in their stead and in their shadows can do justice.

Effective court leaders have a passion for justice and courts as institutions. Whether or not they are formally trained in the law, competent court leaders understand the legal, constitutional, and historical underpinnings of the judiciary. They know that absent purpose, court management is mere “administrivia.” Court leaders take risks in the interest of justice and the courts as institutions.

Competent court managers cooperate with others, but they are tenacious, even stubborn, in their personal service to justice under law. They recognize as well that purposes, separation of powers, independence, and inherent powers demand courts that are efficient and accountable to others, both inside and outside the government. They blend purpose into each and every judicial process, office, activity, and function.ⁱ

The main purposes of the courts could be summarized as follows:

1. Deliver Individual Justice in Individual Cases
2. Dispute Resolution
3. Uphold the Rule of Law
4. Protect Individuals from the Arbitrary Use of Governmental Powers
5. The Appearance of Justice
6. Administer the Criminal Laws
7. Record Legal Status

¹ National Association for Court Administration Core Competencies – Roles and Purposes of the Courts

2) Court Administration Ethics

The success of a court administrator relies heavily on his or her credibility and level of trust he or she creates in the relationship with the Chief Judge, judges, court staff, users and attorneys.

Many international systems require newly-appointed court administrators take an oath to uphold justice and observe integrity and transparency. Many judicial systems require members of the administrative staff in general, and the court administrator in particular to adhere to the demands of the Code of Ethics and Code of Conduct of the profession.

However, even if no officially endorsed Code of Conduct or Oath exists, the court administrator is still expected to adhere to the following moral and ethical standards

- Uphold justice and work diligently to support judicial duties.
- Maintain integrity and refrain from using their positions to secure unwarranted interests or privileges.
- Observe transparency and accountability in all their decisions
- Retain the highest standards of professionalism in keeping the courts records, judicial judgments, and litigants' rights.
- Avoid discrimination on the basis of race, color, religion, national origin, gender, or other groups protected by law, in the conduct of service to the court and public.
- Support independence of the judicial work; avoid influencing the proceedings of courts.
- Maintain the proper use of public funds
- Adhere to the principles of good conduct and refrain from any act that may compromise the dignity of the court.
- Refrain from accepting any gift or favor that may compromise the appearance of impartiality of the court.

3) Jordanian Court System

Article 99 of the Constitution divides the courts into three categories: civil, religious and special courts. The civil courts exercise their jurisdiction in respect to civil and criminal matters in accordance with the law, and they have jurisdiction over all persons in all matters, civil and criminal, including cases brought against the government. The civil courts include Magistrate Courts, Courts of First Instance, Courts of Appeal, High

Administrative Court and the Court of Cassation (Supreme Court). The Jordanian civil legal system has its foundations in the Code Napoleon, a French legal code implemented in Egypt in the early 19th century.

The religious courts include shari'a (Islamic law) courts and the tribunals of other religious communities, namely those of the Christian minority. Religious courts have primary and appellate courts and deal only with matters involving personal law such as marriage, divorce, inheritance and child custody. Shari'a courts also have jurisdiction over matters pertaining to the Islamic waqfs. In cases involving parties of different religions, regular courts have jurisdiction.

The State Security Court is composed of both military and civilian judges; the court tries both military and civilians and its jurisdiction includes offenses against the external and internal security of the state as well as drug-related and other offenses. The findings of this court are subject to appeal before the Cassation Court.

4) The Judiciary

Jordan's constitution guarantees the independence of the judicial branch, clearly stating that judges are "subject to no authority but that of the law." While the king must approve the appointment and dismissal of judges, in practice judges are supervised by the Judicial Council, which forms independent decisions regarding the periodic recommendations submitted to it by the Ministry of Justice.

The Judicial Council is comprised of 11 senior judges who are nominated according to their positions:

Its authorities include: Assigning Judges, promoting, disciplining, training, transfer and retiring of judges, and managing all judicial work.

The Council also determines who, among the qualified judges shall be the prosecutors in each of the court locations, and it approves the employment of judges as faculty in the JIJ. The JC is also in charge of appointing the President Judges of all of the Courts of Appeal and First Instance Courts.

Judges are appointed by the JC according to the regulations of the law, after the nomination by the Minister of Justice. Usually judges have to have finished their preparatory training at the Judicial Institute.

The judges are promoted based on seniority. Their work is evaluated by the Judicial Inspection directorate. The inspection is performed by judges; their report is submitted to both the Minister of Justice and the Judicial Council.

All judges are committed to their oath to uphold the law and they are governed by the judicial code of ethics which was adopted by the Judicial Council.

5) Ministry of Justice

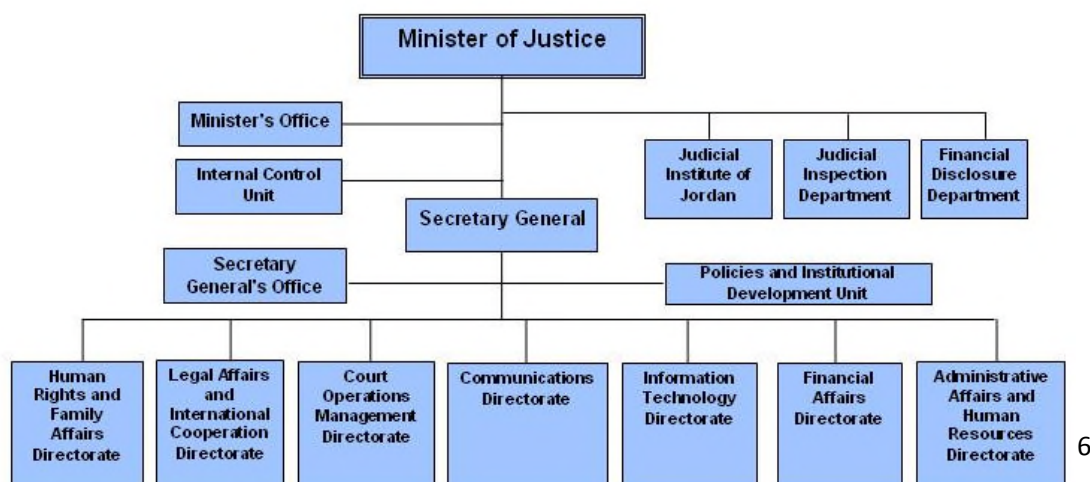
The Ministry of Justice was established on April 11, 1921, as the executive arm of the Jordanian judiciary. Since then, the Ministry has aimed to achieve the country's vision of ensuring justice for its people, anchoring the values of equality and equal opportunity, and maintaining citizens' rights as stipulated in the constitution and guaranteed by law.

Institutional goals of the Ministry of Justice:

1. Raise the institutional capacity and competence of the Ministry of Justice and the judiciary, enabling them to perform their duties and provide their services with competence and efficiency.
2. Provide the necessary financial, human, planning, education, and technical resources for the courts to improve judicial and court operational performance.
3. Modernize and develop proposed legislation, particularly as it relates to the economy and investment, and review regional and international judicial cooperation agreements.
4. Spread a uniform legal culture among all sectors of society.

Organizational structure of the Ministry of Justice:

Organizational Structure of the Ministry of Justice



Resources

- 1) Core Competencies
Core Competencies Curriculum Guideline, Online, National Association for Court Management
http://www.nacmnet.org/cccg/cccg_CoreCompetencies.html
- 2) Organization Charts

Relations and Support

Chief Judge

Court Administrative Manager

The Judges

Administrative Management Team

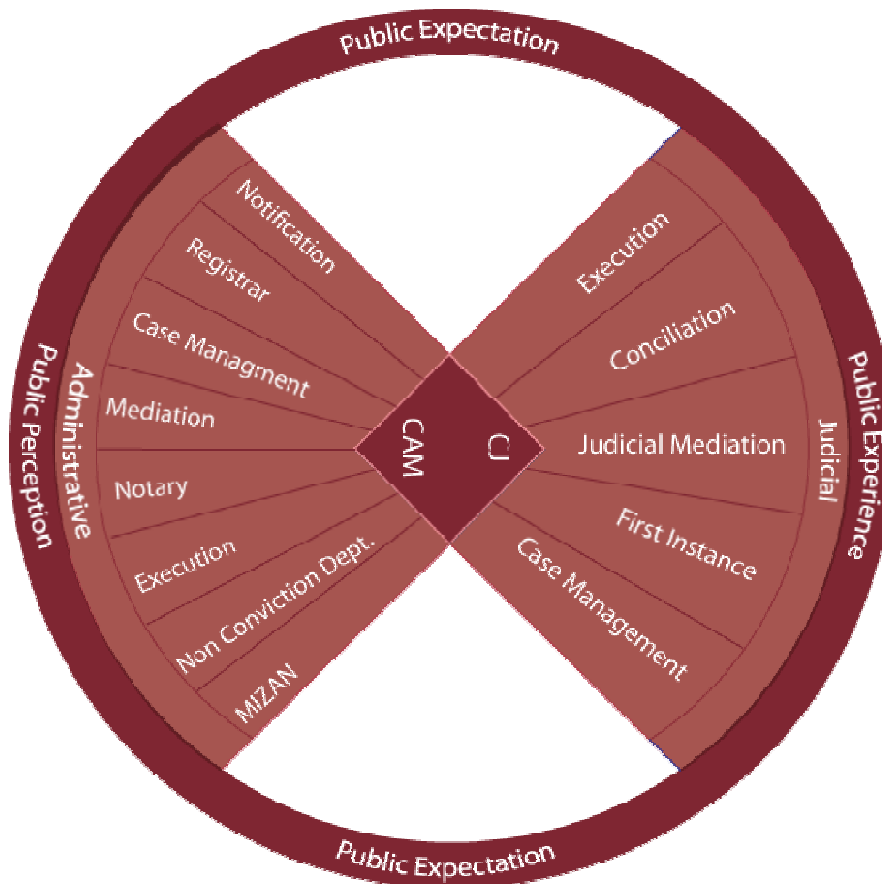
Administrative Support Team

Adjunct/Specialist Support

Introduction

The court administrative manager and the Chief Judge are both responsible for the performance of the court. While the chief judge holds the ultimate responsibility and therefore the ultimate authority, the partnership between the two is the key to an effective management team.

On the other hand, the CAM must exercise leadership and rely upon effective delegation to and support of other managers, specialists, and direct administrative support staff. It is the CAM's obligation to set and articulate clear expectations and standards, mentor development, monitor outcomes, and adjust plans with this group. The goal is to establish an environment of professional collaboration and mutual trust and confidence, among the members of their court, focused on excellence in court operations and service to the public throughout the Kingdom of Jordan.



1) Chief Judge

Chief Judges are assigned to Courts of First Instance and the related Conciliation Courts by the Judicial Council.

The chief judge acts as the administrative director of the court, with superintending power and control over the judges of the court and all court personnel. The chief judge has authority and responsibility to effect compliance by the court with all applicable rules, regulations, and provisions of law.

The chief judge may delegate duties to a court administrative manager. The degree and nature of delegation is dependent on the competence and capacity of the respective court administrative manager.

As presiding officer of the court, a chief judge initiates policies concerning the court's internal operations and its position on external matters affecting the court, represents the court in its relations with the Judicial Council and the Ministry of Justice, and with other courts, other Ministries and agencies of the government, the bar, the public, and the media.

The chief judge counsels and assists other judges in the performance of their responsibilities. While administrative responsibilities may be delegated to administrative staff, judicial duties and oversight remain exclusively with the chief judge.

2) Judges

The ultimate role of the administrative staff is to support the chief judge and the judges in delivering justice. Judges are the rarest resource in the judicial process.

It's the Court Administrative Manager's duty to ensure that the judges' needs are met and that they are enabled to perform their duties without interruptions.

Maintaining a pleasant professional relationship with the judges is a factor of the success of the court administrative manager. Gradually, the judges will learn that the CAM is supporting them and will start addressing the CAM for all administrative issues. This will enhance the image of the CAM before the chief judge and it will protect the time and effort of the chief judge.

It is imperative that the court administrator understands clearly the boundaries between judicial and non-judicial tasks when interacting with judges. The judicial matters should always be referred to the chief judge and should not be undertaken by the CAM.

Any difference in opinion or misunderstanding among the judges and CAM must be referred to the chief judge to decide on.

Practices:

- a) Visit with the court judges briefly on periodic basis.
- b) Always be courteous with the judges, they are your client.
- c) Never give unsolicited opinions regarding their caseload or judicial performance.
- d) Be honest in what you can and what you cannot do. Don't make promises you can't deliver, but at the same time make sure you provide explanations and assurances that you're doing the best you can.

- e) Be responsive in addressing the judges' needs and complaints.
- f) Maintain the appearance of professionalism and objectivity, Serve all judges equally.

3) Court Administrative Manager

A CAM performs administrative duties delegated by the chief judge and relieves the time demands on the chief judge for administrative matters by applying experience and professional management and practices to the court's operational business.

Duties include core competencies of records and caseload management, human resources and customer service, facilities and logistics, budget and finance, stakeholder relationships, and strategic/executive planning.

Direct duties of CAMs will vary depending upon the size of the court, the number of direct management reporting positions, and other local factors,

Effective performance of administrative duties depends upon many factors, but it cannot be achieved without a reasonable range of authority and the trust and confidence of the chief judge in the CAM.

Whether the duties of the CAM are performed directly or delegated to members of a management team, a CAM's effectiveness can be evaluated by these outcomes.

The court is clean, safe and accessible

Court records are safe, accessible, complete, and accurate

Court administrative and clerical processes reduce unnecessary delay.

Court employees are aware of the court's operational goals and know how it relates to their individual job.

Employees are supported personally, professionally, and logistically with the tools and mechanisms to perform their work and contribute to organizational goals.

Each employee understands his/her role in fulfilling the public purpose of the court, and customer service reflects this understanding.

Management decisions and processes are perceived as, and are, fair and transparent.

The court is perceived as, and is, an organization that takes advantage of opportunities for continuous evaluation and improvement.

There is mutual trust and confidence between the chief judge, the CAM, the staff, stakeholders, and public.

Practices

1) Meet with the chief judge initially.

Whether the CAM is newly appointed, or the chief judge is newly appointed, the CAM should initially meet with the chief judge to understand his/her expectations of the CAM, and preferred means of communication (e.g., topics to cover in person, in writing, by email; things they can wait until regular meetings and those that should be brought to the chief judge's immediate attention). This is also an opportunity for the CAM to identify for the new CJ the improvement initiatives currently underway in the court and the reasons for those initiatives to discuss the court's strategic plan and to discuss how he/she may be able to assist the CJ in his responsibilities as President Judge of the court.

Establishing clear expectations and guidelines is essential to the working relationship between the CAM and the chief judge.

2) Meet with the chief judge regularly.

The CAM should meet with the chief judge regularly to discuss the status of the court's business, facilities, and special projects and initiatives. This may be a daily meeting, but should, at a minimum and in person, occur not less than weekly. The CAM should be prepared with summary reports and checklists that provide information about workload, staffing, and operational performance.

Typical items for regular meetings may include:

- Staffing and workload status
- Facilities, equipment, and supplies
- Personnel issues (especially promotions or disciplinary actions)
- Complaints or problems from court users and/or stakeholders – and the status of resolution.
- Challenges you are facing and could benefit from his/her assistance.
- Review of regularly produced statistical reports.
- Any forms that require the CJ's signature – if meetings are regularly scheduled, much of the usual administrative paperwork included.
- Ideas and proposals for changes that will improve the effectiveness and efficiency of the court.
- Activities being taken that are directly tied to executive planning.
- Success stories (Don't forget to discuss good news).

3) Meet with the chief judge as needed about matters of immediate concern.

Since the chief judge is ultimately responsible for all matters of the court, it is important that the CAM keep the chief judge informed at all times. The rule to follow is that there should be no surprises. There will always be problems arising in the course of business.

Whenever possible, the chief judge should hear about serious matters from the CAM before anyone else.

4) Include the chief judge in the initial meeting of the management team.

The CAM will have a group of direct reports that comprises that management team of the court. The chief judge can set the tone for this team by expressing expectations and support of the CAM to the members of the management team.

5) Meet with the Ministry of Justice

The Ministry of Justice is the appointing authority of the CAM, and controls all issues of budget, facilities and non-judicial staffing. As with the chief judge, it is important to understand the expectations and requirements of the Ministry, the methods required, and the resources available.

If possible, schedule an initial meeting with the Secretary General and the head of the court administrative support directorates to confirm their expectations, the required mechanisms, and their preferred means of communications.

Continue to maintain contact with the heads of directorates on a regular basis (at least quarterly) to review the status of regular business and special projects. Use electronic communications whenever possible and appropriate. Email and teleconferences, when planned in advance and supported by relevant documentations, will help protect the time of the CAM and partner business managers at MOJ. It will also ensure that the MOJ stays current on activities and issues related to the management of the court.

6) Meet with partner/stakeholder organizations

The courts operate within a justice system that includes many other agencies. The CAM should schedule initial and regular meetings to confirm expectations, required mechanisms, and preferred methods of communication. These partner organizations include, but are not limited to:

- Law Enforcement
- Accounting Diwan
- Bar Association

7) Document and Communicate Local Rules and Policy

The CAM is responsible for communicating MOJ policies and directives, as well as the policies and directives of the chief judge. These directives should be in writing. It may be necessary to draft additional direction for the court's administrative staff. The CAM should clearly communicate these directives to members of the management team, and ensure that they communicate with the affected staff.

The CAM maintains copies of all policy directives and local rules in the administrative files of the court.

8) Determine what training and resources are available for the CAM and his/her management staff

Court administration is a profession, and gaining and updating knowledge and skills is an ongoing requirement of this complex and changing profession.

A wide range of training and educational resources are available to CAMs, and many are noted throughout this guide. In addition to formal training in the core competencies of court administration, CAMs should also take advantage of the resources for self-directed learning. On-line and reference materials are listed in Appendix X.

9) Determine what information, methods, and tools are available.

The CAM must recognize the organizational needs and goals of the courts and work to the operational outcomes of the administrative departments and staff meets those stated needs and goals.

The CAM should know what reports, checklists, manual information, and online data are sufficient to compare workload to staffing assignments, monitor the quality and quantity of administrative work, recognize trends and project court needs, and know whether special projects are on target – even if the work is being performed by staff who do not report directly to the CAM.

Many of these tools are included in this Guide, and can be augmented and adapted for the unique needs of individual courts.

4) Administrative Management Team

The court's management team consists of direct reports to the CAM who are collectively responsible for the daily operations of the court.

These will include, at a minimum, the following department heads:

- First Instance Civil
- First Instance Criminal
- Conciliation Civil
- Conciliation Criminal

The composition of the management team, depending upon the size of court, may also include a facilities manager, and adjunct specialists in the areas of human resources, institutional development, and quality assurance. More information about these specialists

is included in this Guide. The CAM must decide how to include these specialists into the work and the meetings of the management team.

It is the CAM's responsibility to ensure that the various members of the management team and adjunct specialists understand how all the pieces of the administrative puzzle fit together, and how they can make individual contributions that help achieve collective goals.

It is also the CAM's responsibility to see that the members of the management team are effectively planning, executing, and monitoring work, and making decisions based on quantifiable performance measurements and verifiable facts and data.

Practices

1) Delegate effectively.

Good managers and supervisors save time for the CAM to focus on matters that require the exclusive attention, action, and special abilities of the CAM. The CAM will increase his/her effectiveness by delegating routine matters related to case processing, human resources, judicial support, and facilities management to the members of the management team, the goals and expectations being clearly articulated by the CAM. A key role of the CAM is keep his/her team focused on what is important rather than constantly reacting to the urgent.

Effective delegation requires not only that roles and responsibilities are clear, but also that the CAM provides managers and staff with the support they need to do work and meet their potential, and a system of evaluation that is objective and consistent.

2) Meet with your team regularly.

It is important that the team meets as a team. Ideally, this is a weekly management meeting, but it should be scheduled no less than bi-weekly. It may be tempting to postpone management meetings when things are busy or hectic, but it is important to stay on track with regular meetings. This can ultimately reduce the level of "fire fighting."

By meeting as a team the CAM spends less time informing each manager of things all managers must know. Even when some of the topics do not affect all the managers, all of the managers will have the perspective of the court as a whole – not just their isolated areas of responsibilities.

Depending upon their personalities and experience, members the management team can be expected to offer suggestions for improvement and/or offer assistance and advice to one another. It is the responsibility of the CAM to cultivate these capabilities in his/her managers, and regular meetings will help with this.

3) Prepare an agenda for the management meeting.

Topics will include standard items (such as workload, staffing, and status), new conditions and communications, special projects, future plans, and issues of immediate

concern or action. The team should also be regularly monitoring and assessing the progress of the executive plan.

4) Set goals and expectations, and measure outcomes.

The CAM, by directive and by personal example, sets the tone and expectations for services delivered by court personnel – in the level of quality and quantity, and the manner in which services are delivered. The message that the work will be done well, promptly, and courteously is clear when it is supported by active monitoring mechanisms that are reviewed regularly in management staff meetings.

The CAM, by directive and by personal example, sets the tone and expectations for services delivered by court personnel

The operational goals of administrative departments should be tied to organizational goals of the court. To the extent possible, the CAM should quantify a small number of measurements that indicate whether departments are meeting their goals, and whether special circumstances require adjustments to assignments or other assistance.

For instance the court may set a goal that the average age of a First Instance Civil case at disposition is two years. The court may also have a goal that judgment creditors recover damages as soon as possible after being awarded a judgment. This has implications for the judges to take early and active control of their cases, and in turn has implications for the administrative departments about time frames for case related activities from initial registration through final execution. (For example, a measurement for First Instance Civil Registration may be that all case files are complete and available within 24 hours of registration).

Managers and supervisors should be able to estimate the capacity of their employees to perform case-related tasks. They should also be able to project what staffing is required to keep up with current workload reflected in the statistical reports, and from their direct observations. Because workload can exceed staffing, even when staff are working to their capacity, it is the job of the CAM to evaluate the work processes and determine if changes need to be made to reduce the number of steps or increase the efficiency of the process. Reengineering work processes continually is an important role of court administration.

Target indicators of performance and goals are expressions of intent. While each department may not meet 100% of its goals, significant progress will be made. It is important to celebrate progress toward goals, as well as to monitor the underlying work. Weekly management meetings are a good time to do this.

5) Use standard reports and templates, and staffing data to confirm the status of routine work.

Statistical reports that profile the court's case-related activities by court type and department are essential to understanding current workload and staffing, to identify problems and trends, and to project future needs.

The CAM and management team should review, at a minimum, the beginning inventory (cases open and pending), new filings, dispositions, and ending inventory. It is also helpful to compare these numbers to figures for the same time periods in previous months and years to determine workload trends.

By using data as the basis to review the work of administrative departments, the CAM sets the tone that department outcomes and individual work will be actively monitored by all available tools – not just the perceptions of managers, or the general physical indications of workload (e.g., piles of files).

6) Open the floor to new items from managers.

Managers should be encouraged to discuss matters of importance or concern (the good as well as the bad) with the CAM. To the extent practical have them submit these prior to the meetings, so they can be included on the agenda.

7) Follow up on action items.

The CAM should set an expected completion date for assigned actions, follow up. When possible and appropriate, schedule a due date for a subsequent regular meeting. In this way, managers become accustomed to personal responsibility for achieving specific objectives on time, and for a level of transparency in accounting for their results.

8) Keep the meetings short.

The purpose is to exchange timely information, solve problems, and celebrate success collectively. Management staff meetings should not be – in perception or fact – a burden or an obstacle to getting the routine work done.

9) Meet with managers individually.

In addition to team meetings, it is also important that the CAM is available to, and meets with managers on an individual basis, whether the meetings are requested by staff, or initiated by the CAM.

Individual meetings are an opportunity to discuss in greater detail the same operational issues that are the subject of management team meetings, and to address issues that require individual attention and/or action of the CAM. This could be anything from equipment failure that disrupts operations, to a personnel issue, to an unusual circumstance that is likely to bring negative attention to the court. (Evaluate whether these requests for immediate attention/action are aligned with your expectations, and the authorities you have delegated to your manager.)

10) Institute a downward “deputy” delegation of authorities in case of absence.

The court administrator should institute a with the management team designating a “deputies” to act in the absence the department heads on routine matters such as ordering supplies, receiving customer complaints, monitoring work, and producing reports.

The same method of delegation should be used for other supervisory positions under the authority of the CAM.

If there are supervisory positions under the absent department head or manager, delegations are typically made to people at this job level. If there are no supervisory positions under the absent supervisor, manager, or department head, the delegation can be made to a member of the staff.

There will be matters that are not appropriate to be delegated to a deputy in the absence of a supervisor or department head (e.g., personnel actions), and that should go up the chain of command. Routine delegation of routine matters within departments will save the time and the attention of the CAM.

Resources

Sample Agenda – Management Meeting

Sample Performance Measurements – By Department

Sample Statistical Reports

Sample Status Reports, Templates, Checklists

Sample Designation of Acting Department head

4) Administrative Support Team

The positions allocated to the court for direct administrative support of the CAM are determined by the Ministry of Justice staffing scheme.

Depending upon the size of the court and the allocations of the MOJ staffing scheme, the CAM may have direct support that includes, but is not limited to:

- Answering incoming calls, and providing directions to the callers
- Scheduling appointments
- Requesting information or action on behalf of the CAM
- Transporting documents and files
- Making copies
- Taking minutes of staff meetings
- Maintaining administrative files*
- Preparing routine forms, templates, reports, memoranda, and letters*
- Preparing more complex reports and presentations*
- Maintaining a calendar of the CAM's time, and pending items due from and to the CAM*
- Conducting research for special projects*
- Preparing and organizing materials the CAM needs for meetings, projects, and proposals*
- Predicting what actions the CAM must take and related items he/she will need, and organizing or drafting these in with little or no instruction*

Practices

1) *Delegate effectively.*

The number and classification of positions will vary among courts. It is important to have an administrative staff that saves as much time as possible for the CAM to be able to focus on strategic objectives, rather than more tactical administrative and clerical tasks.

In large courts with multiple administrative staff assigned to the CAM, the administrative assistant should be responsible for overseeing the work of the additional clerical and logistical support team members.

2) *Choose the best skills available*

A capable executive level administrative assistant can make a significant contribution to the CAM's effectiveness. It is therefore important to seek someone who can perform routine tasks listed above and the more complicated tasks noted with *. It may be necessary to transfer staff within the court to ensure that the CAM's immediate staff can operate at an executive level.

The clerical skills and advanced capabilities listed above require that the administrative assistant have or gain proficiency in the use of automated tools such as calendaring, spreadsheets, presentation applications, and case management information systems.

If the employee positions allocated in the classification scheme do not include this level strategic executive support, the CAM should consider filing a request for reclassification. The CAM may also designate staff within existing classification constraints to ensure an adequate level of executive support.

3) Communicate expectations, mentor, and monitor outcomes

The CAM must clearly communicate his/her expectations of the administrative assistant and administrative staff, and provide the support required for the administrative staff to, in turn, support the CAM.

This may include assigning increasingly complex responsibilities to administrative staff to help them develop and/or demonstrate their skills and judgment.

It could also include having the CAM's administration support staff mentored by others in the court (e.g., the chief judge's secretary). This may actually cost the CAM time in the beginning, but it will save enormous time in the long run.

No matter what methods a CAM uses to develop and leverage the capabilities of the administrative support team, the same need for clear communication of expectations and consistent monitoring of outcomes that apply to the management team also apply to the administrative team.

These standards can be as simple as incoming phone calls answered by the third ring, and outgoing HR forms processed within 24 hours. There should also be standards for more complex, self-directed tasks such as monthly aggregation, comparison, and summary report preparation of facilities readiness assessment based upon multiple sources of input.

Resources

5) Adjunct/Specialist Support

The Ministry of Justice, as part of the court classification scheme, may assign to the court one or more specialist staff in addition to the staff necessary for routine operations.

Depending up the size and workload of the court, the court staff may include specialists in areas such as human resources, quality assurance, and institutional development. These positions report directly to the CAM in the organizational structure. Their work helps the CAM build organizational capacity, streamline processes, and improve the quality of the court's administrative work.

Practices

1) Delegate effectively.

Each specialist has areas of expertise that are of particular benefit to the court. It is the CAM's responsibility to ensure that their work assignments and organization are aligned with the court's needs in these areas of expertise and with the court's overall goals.

Q/A and Institutional Development staff should be assigned to work that helps the CAM monitor outcomes and achieve the strategic initiatives of the Executive Plan.

Human resources staff should support the institutionalization of best practices related to employee placement, training, development, leaves, disciplinary action and discharge.

If the court is large enough to have multiple specialists for a general area of responsibility, the CAM should designate a lead for the group, thereby decreasing the number of potential direct reports.

2) Communicate expectations, mentor, and monitor outcomes.

As with department heads and other direct reports to the CAM, the CAM must clarify what outcomes are expected from specialist staff, how the outcomes are tied to organizational goals and executive plans, and what methods of measurement will be used.

Confirmation and measurement of outcomes could be as simple as data quality tests and reports completed on schedule, to more complex measurements, such as organizing the delivery of training that demonstrably improves employee skills and does not unduly disrupt court operations.

3) Include in management team meetings and projects as appropriate.

The human resources specialist or lead specialist is a member of the CAM's management team, and should be included as necessary in weekly staff meetings.

Quality assurance and institutional development specialists are less likely to be included in staff meetings, but on occasion their attendance and presentation/review of projects and program information will be of value to the administrative team.

Resources

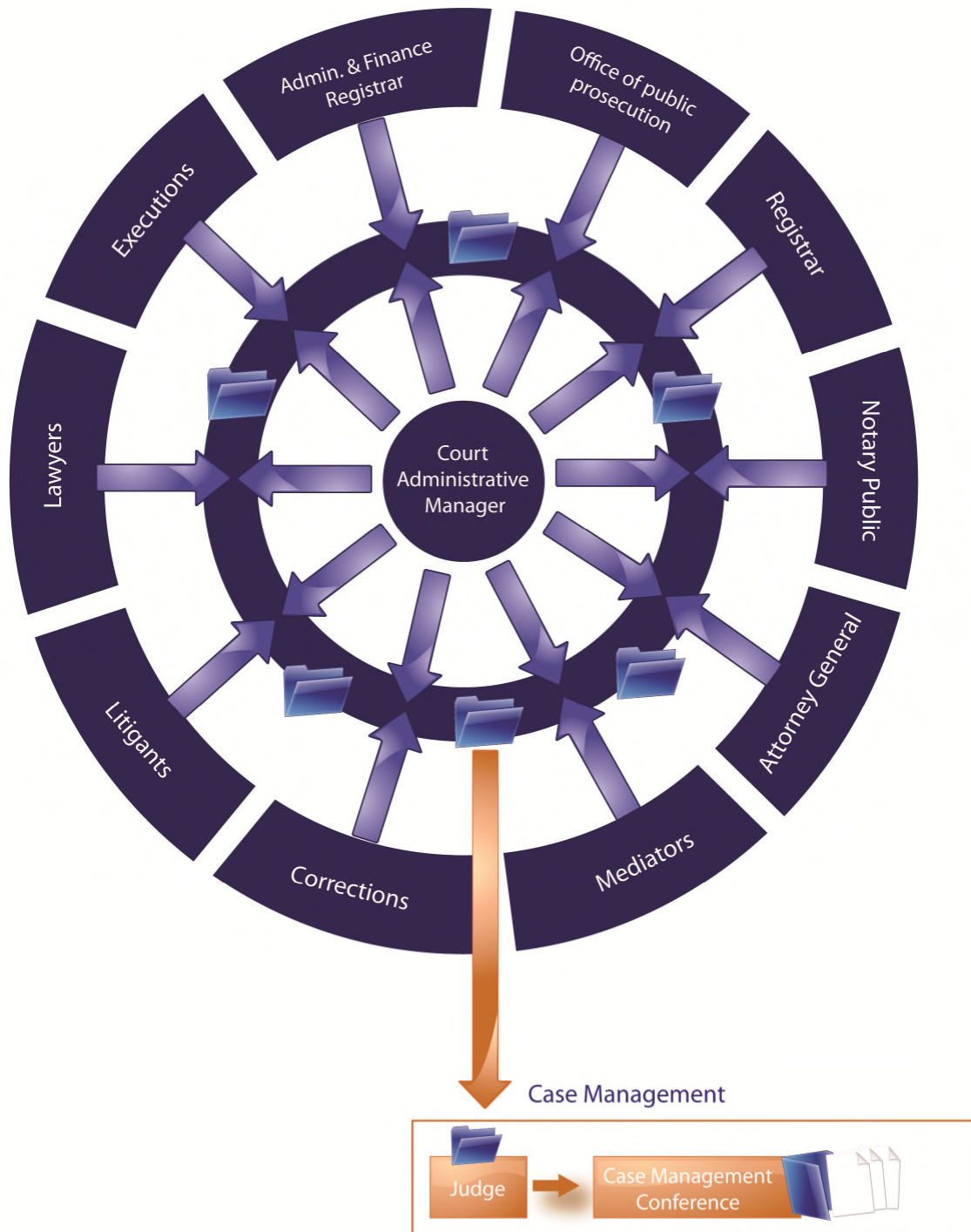
- Job description of the Quality Control / Institutional Development specialist.

Court Administration Functions

- Records Management
- Caseflow Management
- Human Resources
- Customer Service
- Judicial Support
- Facilities and Logistics Management
- Court Security and Continuity of Operations
- Budgeting and Fiscal Management
- Information Technology
- Strategic and Executive Planning

Introduction

The court administrative manager must have the knowledge, skills, and ability to exercise the core competencies of court administration. These areas of competencies are based on internationally recognized standards and best practices.



Records Management

This section applies to case-related records. Future versions of the guide should also address non-case-related records (e.g., HR and administrative) and evidence management.

Records management is the foundational responsibility of the court administrative staff and the CAM. In order for the court to fulfill its purpose, the judiciary and the public rely upon the CAM to ensure that records (paper and electronic) are:

- Complete
- Accurate
- Readily Available
- Timely Recorded and Processed
- Safely Maintained

Courts may have logistical variations in physical management of case related records, often dependent upon the constraints of the court facilities. The basic and primary responsibilities related to court records are, however consistent among all courts.

The CAM and management team play a critical role in maintaining the records of the court, and therefore maintaining vigilant attention that staff, facilities, and business practices ensure records integrity, safety, and availability. Accurate records are a key element for how much the public can trust and have confidence in its judicial system.

Accurate records are a key element for how much the public can trust and have confidence in its judicial system

The Center for Democracy and Governance, in a manual offering guidance on case tracking and management improvement projects, makes the observations about the obligation of courts, and importance of sound records management practices – including paper records and related computer records.¹

Preserving a comprehensive case record

Locating case records

Preventing subversion of the judicial process by destroying or hiding a record

Eliminating discrimination against the disadvantaged

Establishing jurisdiction

Preserving legal rights

¹ “Case Tracking and Management Guide” Center for Democracy and Governance

Facilitating appellate review

Facilitating enforcement

Practices

1) Set Standards and Expectations

Set the expectations and standards for departmental outcomes and individual employee performance, and confirm outcomes through management team reporting and direct observation that standards are met for:

Records processed by and/or maintained by administrative offices

Records retained in judicial offices

Records retained in archives

Records transported between locations

At a department and sub-department level, each manager or direct supervisor should establish reasonable standards for the amount of work produced by each employee and by the department as a whole. This is directly related to the responsibility to process case related records without delay.

Managers and supervisors should also conduct routine representative sampling of court files to evaluate the level of accuracy in assembling and maintaining paper records, and accurate entering electronic records into the court's case management system.

The CAM, managers, and supervisors can also employ random sampling of staff service in locating and delivering, and copying records as requested by lawyers, litigants, judges, and the public.

The CAM should periodically inspect file storage locations, including archival storage to confirm that filing systems are clear, and the records are readily accessible (not just to a staff who understand an local and obscure filing system, but to anyone who may need access to the records).

The CAM, managers, and supervisors should also routinely evaluate the time required for court messengers to move records from one location to another.

Instances of incomplete or inaccurate records, long transportation times, or records that do not arrive at the intended destination should be addressed with employees, and may point to a need for additional training and clarification, or perhaps disciplinary actions.

Missing records or files can be identified through regular inspection of clearly marked and organizations file storage, finding those records and files becomes a priority for the administrative teams of the respective departments.

The court cannot fulfill its purpose unless the court's administrative staff is diligent in their attention to the court records.

2) Understand and take action in accordance with regulations related to records retention and destruction.

Records retention and destruction laws and policy are established to assist the courts in meeting their obligation to store records safely and make them available promptly. Destroying paper records on a schedule consistent with the law, and by the process proscribed, allows the court to devote space, time and attention to active cases, and to files that are likely to be needed by the court or the public.

- Physically possible and safe storage of records/files

The CAM should assess the best use of available space to ensure that safety and availability of records, in consideration of the likelihood of case activity. This often involves regular movement and reorganization of records. Physical rearrangement of paper records and files should be undertaken as a routine project conducted at least annually.

Typically, a court will maintain active and more recently filed cases in a location most immediate to the administrative and judicial offices.

If the court facilities will support it, the CAM may also designate "near term" storage for older year's filings, of records not yet eligible for destruction. This may also include offsite storage.

- Routine destruction of records in accordance with regulations

Many of the records eligible for destruction can be identified through automated reports from the courts case management system.

The CAM is responsible for requesting automated reports, augmented by manual records as necessary and available. Each file should be examined by a member of the court staff to confirm eligibility for destruction. A final report is prepared for review by the CAM, chief judge, and designated committee established to approve records destruction.

By establishing regular schedules for records reorganization and destruction, the CAM will clear the clutter out of the court, improve the working environment, and allow judges and staff to focus more attention on active matters.

3) Take advantage of capacities and opportunities to improve record management at an organizational level

Courts with institution development specialists should take advantage of those skills to evaluate options for better use of existing space and processes, and to suggest changes to facilities, systems, and business practices that will improve records management.

Courts that have not been assigned such specialists can work with MOJ resources to achieve the same outcomes. In either case, the CAM should expect members of the management team to participate in the planning and execution of records management improvement projects.

Resources

Caseflow Management

“Caseflow Management is the management and coordination of processes by which courts move cases from filing to disposition, including post-disposition activity, to ensure the integrity of court orders. Effective caseflow management requires continuous evaluation and problem identification and skillful leadership to implement needed change.”²

Caseflow management examines projected and necessary activities that should and do occur at each stage and milestone within the life cycle of a case. A primary goal in administrative caseflow management is delay reduction.

From a public perspective, a case is not a collection of activities and paper within an isolated stage of the case (e.g, registration, case management, appeals, and executions). Their cases start at initiation (registration), and do not end until a final decision is rendered and the relief sought is delivered. Justice delayed is not justice in the eyes of the person waiting for a decision.

From a public perspective, cases start at initiation (registration), and do not end until a final decision is rendered and the relief sought is delivered.

Administrative case management practices and areas of operational focus are in direct support of the judiciary’s case management goals to provide timely resolution and apply well-informed decisions to the matters pending before them.

Practices

- 1) *Understand judicial case management goals and the relationship to administrative case management milestones.*
- 2) *Establish performance measurements for administrative milestones*

Since much of what happens during the lifecycle(s) of the case happens in the administrative offices of the court, the CAM and CJ must work collaboratively to establish case management practices to measure, monitor, and address administrative services related to the following minimal set of processing milestones:

- Controlling forms
- Establishing record control
 - a. Case identification
 - b. Case registration
 - c. Case indexing
 - d. File folder Creation

² “The Court Administrator” National Association of Court Management

- e. File folder location
 - Case processing and record updating
 - Scheduling case events
 - Controlling and storing final records
 - Reporting management information

3) *Establish performance measurements for administrative service milestones.*

What you count counts.

Realistically, a CAM must rely on computerized data to the extent possible, and augment this with other sources of information (e.g., surveys and representative random sampling for elements of assessment not revealed by computer data). Inventory and volumetric data.

What you
count
counts!

At a minimum, the CAM can examine MIZAN data to assess the timeliness of the following milestones:

- Registration to issuance of notifications
- Issuance to service of notifications
- Service of notification to case management/mediation/resolution/trial assignment
- Scheduling of hearings to occurrence of hearings
- Adjournments related to lack of jurisdiction (incomplete administrative services)
- Adjudication decision to time of data entry and availability of record
- Application for appeal to time of receipt by appellate court
- Appellate court decision to time of trial court record and action
- Application for execution to time of execution issuance
- Execution issuance to service of notification
- Submission of payment to time of disbursement

Time from initial registration to final resolution – from the court user perspective*

The CAM should also be able to review the monthly reports and trends for case filings, dispositions and pending inventory.

**Note that this final milestone requires the accurate association of every case file number assigned to administrative life cycles throughout the case.*

4) Monitor outcomes through department status reports and computer generated statistical reports.

At times, system data lags behind actual events. If the gap is significant, there is a significant operational problem.

The CAM should require each department head and direct report to submit weekly status reports confirming workload, performance related to target measurements, backlog, and projected resolution of backlog.

5) Review outcomes at management meetings and with individual managers.

This is not secret information. It is at the heart of effective court administration, and should be the subject of open meetings and review. It is also transparency of how the court is doing.

6) Adjust performance measures, business practices, and personal performance to support continuous improvement.

Because goals should strive for excellence, it is rare that any of us meets all our goals. It is the work we are doing to achieve and attain the goal that is important.

The CAM must consider when assessing outcomes, what conditions and circumstances contribute to those outcomes.

Sometimes this will result in adjusting plans and goals, but more often it will require adjusting expectations and staff.

Support and publicly recognize the good things that are working, and take hard action when it is needed. But base and balance both upon the facts.

Resources

- Sample explanation of one core milestone measurement and its relationship to organizational CM goals
- Sample department status report
- Sample MIZAN statistical report

Human Resources

Courts are about people, select the right people, develop make sure they understand their jobs, give them the support they need to do their work, that's what management is about.

Oversight of matters related to court administrative employees is a primary responsibility of the CAM. No amount of planning, provisioning, monitoring, and reporting alone will achieve the courts goals. It is the court staff, properly placed, trained, and supported, who make or break the organization. Court staff must also know the court's goals and how their work aligns to the vision and goals.

It is the CAM's responsibility to ensure fairness and transparency in all human resources/personnel decisions and actions, and to provide a professional environment in which the staff and administrative management of the court can achieve and maintain mutual trust and confidence.

Authorities for matters related to personnel hiring, assignment, transfer, promotion, disciplinary action, leaves, and termination are governed by Civil Service regulation. This section of the guide gives general advice and recommendations, and is not intended to be a substitute for thorough knowledge of and adherence to those regulations.

Courts are about people, select the right people, develop make sure they understand their jobs, give them the support they need to do their work, that's what management is about.

Practices

1) Understand the role of the chief judge in human capital management matters.

- The chief judge is responsible for all personnel of the court, and for establishing policies that are in keeping with Civil Service regulations and the needs of the court.
- The CAM takes actions delegated by and implements policies set by the chief judge.
- All personnel actions related to judges remain the exclusive responsibility of the chief judge.
- The CAM, as the delegate of the chief judge, oversees directly or through management staff, the acquisition, assignment, development, performance, transfer, promotion, discipline, leaves, and discharge of court administrative staff.
- Practices will vary upon the size of the court and the degree to which the chief judge wants to be involved in routine personnel matters.
- While a chief judge may maintain an "open door" policy with court employees, it is strongly recommended that all HR actions for administrative employees – from initial placement through discharge – are the direct responsibility of the CAM, in coordination with the chief judge. Inconsistency or perceived inconsistency in the court leadership's execution of HR responsibilities can create confusion and even foster resentment among court staff.

2) Understand the expectations of the chief judge.

As with other matters, meet with the chief judge initially and regularly to understand his/her expectations and policies related to court administrative staff. For new CAMs, or new chief judges, the role of the CAM in personnel matters may change as the relationship between the CAM and chief judge develops. What is important is that there is agreement and that the CAM or the CJ do not undermine or counteract each other in decisions regarding court staff. For consistency with court staff, the CJ and CAM need to maintain a united front.

3) Communicate expectations to management team and staff.

The CAM should keep all members of the management team advised of the chief judges's policies and expectations, and their roles in carrying out these policies.

For local policies that are in addition to documented civil service regulations, the policies and administrative action required for implementation should be in writing.

The CAM must also communicate any changes in MOJ or Civil Service policies and regulations to the management team.

4) Act promptly to fill open positions.

There will be times when positions become vacant with no prior warning, but often, openings can be anticipated, and requests for new staff developed before the position becomes vacant. In either case, it is the CAMs responsibility, through the assistance of HR specialists if available, to promptly draft and process all necessary forms for new hires.

In addition to reviewing these matters with the CJ, and getting his/her approval, the CAM should stay in close contact with MOJ, as they work with civil service to fulfill the court's request.

5) Assign staff based on organization needs, current information, and priorities.

The CAM should rely on statistical reports, departmental status reports, and other data-based workload assessment tools to make assignments that match the allotted positions as designated by MOJ, and that match the courts current needs.

Employee leaves, transfers and discharges, together with special projects and circumstances of workload, require that the CAM and management team make continual adjustments to staff assignments.

It is the CAMs responsibility to ensure that assignments are reasonably based on workload and staff capacity – not on personalities, and not unintentionally rewarding a department working under capacity by assigning additional staff.

6) *Evaluate performance by objective, consistent measures.*

Employee performance evaluations are formally the responsibility of the CAM and chief judge. As a practical matter, evaluations should be drafted by the employees' most immediate supervisor.

It is the CAMs responsibility to train and monitor managers and supervisors in consistently documenting each employee's routine work as well as extraordinary circumstances (both good and bad).

There may be a tendency, especially when the workload is heavy, to limit documentation to extraordinary circumstances such as complaints from lawyers and judges about an employee's performance. It is quite possible that other employee's performing at the same level were not acknowledged by praise or complaint. When supervisors limit their documentation to circumstances that come to their attention somewhat randomly, it undermines the goal of consistency, fairness, and transparency in human resource management.

Supervisors, managers, and CAMs should use regular logs and checklists to assess the performance of each employee, and meet with the employees to review any areas that require attention, improvement, or additional support *before* the annual evaluation is completed.

Annual evaluations should be based on a full year's set of observations – not recent events or supervisors' perceptions – and the assessment of performance should come as no surprise to the employee.

7) *Assess individual training needs and organizational impact.*

Employee training is a significant investment of time and resources, and it should have a direct benefit to the employee and to the court.

It is the CAMs responsibility to ensure that managers and supervisors set expectations about how newly acquired knowledge and skills will be demonstrated after training, and to document those results.

The CAM and management team must also consider the logistical impact of employee training on the continuity of court operations. This requires working in close contact with MOJ – from the self-assessment training forms completed by employees, to the scheduling of employee absences, to be sure that the training provided is of real need and benefit, and that employee absences are staged on a schedule that minimizes negative impact on court operations.

8) *Provide a career path for employees.*

Not all court employees are interested in pursuing a career path of advancement to continually expanded responsibilities or positions requiring specialized skills.

But many employees are interested in this, and it is the CAM's responsibility, with the help of human resource specialists to identify the training, work assignments, and assessment methods that will provide opportunities for employees to gain the skills and experience they will need to take on roles of increasing responsibility.

9) *Take action fairly.*

As mentioned in the beginning of this section, nothing happens except through the actions of people. The CAM has an absolute obligation to maintain a business environment where managers and supervisors take visibly consistent and fair action with employees, are focused on providing the logistical and professional support employees need to do good work, and acknowledge individual contributions to reaching personal and organizational goals.

Resources

- Civil service regulations and resources
- Recommended evaluation procedures and examples from MOJ consultant
- Example staffing schemes
- Employee Logs (ongoing documentation of performance)
- Training Assessment Forms
- Training Schedule – Preferably an MOJ annual training plan
- Org Charts with Weekly updates for leaves, open positions, training

Customer Service

The courts existence is to provide the public access to justice – the only place in government where individual civil disputes and criminal charges will be resolved, and they will be resolved promptly and fairly based on well-informed decisions of the judiciary.

The court staff represents the court and therefore they are the agents of justice, their attitude and behavior are major contributors to the perception of justice. As related to the tangible delivery of individual service by individual employees – public service includes all employees. Therefore it is important that all court staff is aware that the purpose of the judicial branch, and the purpose of the court as an institution is a public purpose.

Customer service in the courts can sometimes be mistakenly viewed as help desks, public access technology terminals, telephone inquiry support, and the like – those things specifically designed to receive requests from and deliver responses to the public. An expanded view incorporates the manner in which employees interact with the public.

Employee delivery of specific services and execution of specific tasks is the measure of the degree to which the court leaders – the Chief Judge and the CAM are making business decisions, designing process, taking actions, and monitoring outcomes with the primacy of court's public purpose as their guide.

The court staff represents the court and therefore they are the agents of justice, their attitude and behavior are major contributors to the perception of justice.

Customer service is, therefore, the context for each of the areas of CAM responsibility and core competencies addressed in this Guide. It is the driving force.

Practices

- 1) *Understand the chief judge's perspective, and communicate outcomes and opportunities for improvement*
- 2) *Ensure customer service perspective is included in new and ongoing employee training.*
- 3) *Ensure management staff can connect and link each job to the public purpose of courts.*
- 4) *Monitor performance.*
- 5) *Consider and discuss court business with public and stakeholders from their perspectives.*
- 6) *Visibly acknowledge outstanding service.*

Judicial Support

The chief judge delegates to the CAM those authorities required for the CAM to provide direct support services to judges of the court.

The CAM provides to the judges the staffing, information, equipment, supplies, and facilities required for the judges to perform their duties ... making well-informed decisions, and doing individual justice in individual cases within an accessible court system.

Practices will vary according to court size and the policies of the chief judge.

At a minimum, the CAM is responsible to ensure that judges' physical space – offices and courtrooms – are adequately equipped and maintained. In many courts, the CAM is responsible for staffing assignments of judicial support staff such as typists and legal researchers. In some courts, the CAM may also be responsible for preparing reports for individual judges, though it is most likely that information and data applicable to individual judges will be relayed to them by the chief judge.

Practices

1) Visit the judges.

The number of times a CAM can visit each judge is obviously tied to the number of judges in the court. No matter what the number of judges, it is important for the CAM to meet with judges regularly.

The meetings can be brief and casual, or may be directly related to requests or concerns of an individual judge.

The important factor is for the CAM to take the initiative to visit judges regularly, not just in response to a special circumstance. Since the CAM is responsible to support the judges with staff, facilities, equipment, supplies, and records, it is reasonable to confirm the judges' experience and perceptions of how well these services are being delivered.

Regular meetings help establish a network of relationship among the judiciary, and provide another mechanism for the CAM to assess delivery of services from the administrative staff.

2) Inspect judicial workspaces.

Depending upon the size of the court, the CAM or designated members of the management team should inspect each judicial office and courtroom daily to ensure that the work spaces are adequately supplied and in good operational order.

Persons conducting these inspections should use checklists designed for this purpose, and the lists should be collected and maintained in the CAM's office. Any problems that would affect court or judicial operations should be given priority attention.

3) *Ensure adequate staffing.*

The CAM is responsible for assigning administrative staff to judges. This includes typists, and may also include legal specialists.

Depending up the size of the court, the CAM may directly, or through members of the management team confirm that each judge has adequate staff to conduct the day's business.

As with logistical support, staffing support should be included on checklists designed for this purpose.

In making judicial staff assignments, the CAM may be more likely than in administrative departments, to encounter requests based on personal preference of the judges. Balancing the needs of the court and the capabilities of available staff may require the diplomacy, consultation, and conciliation skills of the CAM. It may also, at times, require the assistance of the chief judge.

4) *Monitor outcomes*

Since evaluation of employee performance is best and most fairly achieved by the employee's immediate supervisor, judges play a direct role in assessing the performance of judicial support staff.

It is the CAM's responsibility to provide consistent assessment tools for the judges, and to meet with the judges regularly to discuss staff performance.

Again, it is not enough to assess performance based on random complaints or compliments, but instead requires consistent monitoring and evaluation.

5) *Confer with the chief judge*

The chief judge is ultimately responsible for each employee and each judge in the court.

The CAM should, in addition to gaining the CJ's approval for routine HR activities, regularly discuss with the CJ departmental performance and individual staff issues that the CJ should know about.

Just as an employee should not be surprised by his/her performance evaluation, the chief judge should be not surprised about matters related to the court staff.

Resources

Check lists for judicial assessment of facilities and staffing

Facilities and Logistics Management

The court and the CAM cannot meet fundamental obligations without the facilities, equipment, supplies, and services required to perform administrative tasks, support the work of the judiciary, and serve the public and in safe, adequately appointed, and operational facilities.

The Ministry of Justice allocates resources, negotiates contracts, and delivers to the courts the services, equipment, and supplies essential to court operations.

The chief judge is ultimately responsible for the operations of the court, including court facilities and logistics. It is key to protecting the time of the CJ that daily, routine responsibilities in these areas are delegated to the CAM.

The CAM is responsible for oversight, maintenance of court facilities, for distribution of the services, supplies, and equipment, for oversight of capital improvement projects, and for providing logistical support such as transportation of people and records.

Depending upon the size of the court, the CAM may have one or more staff members dedicated to court facilities, supplies, equipment, and logistics. The practices outlined in this guide assume that the court has at least one person dedicated to these functions.

If the court does not have such a position, these duties fall to the CAM and members of the management team. It is highly recommended that, in such case, the CAM may designate an employee who has the skills and will spend the time overseeing facilities and logistics.

Facilities management skills are often quite different from other aspects of court administrative management. Even if the CAM has these skills, directly managing the details of facilities management takes away time that would otherwise be devoted to strategic objectives that can be accomplished only the CAM and administrative management team.

Practices

1) Designate a qualified facilities manager

The facilities manager should have the experience and capability to supervise, coordinate, and monitor the delivery of all goods and services required for court operation.

In large courts it is essential that this be a dedicated position assigned to a person with both the technical and management skills to support complex daily operations and oversee capital improvement projects, and to supervise the work of others.

Medium size courts will have fewer staff dedicated to facilities maintenance. It is still important that one person be designated the lead manager. Small courts may have one position allocated for facilities maintenance.

No matter what size the court, or what number of staff is allocated, designating a qualified facilities manager is essential to protecting the time of the CAM and ensuring one point of contact to deal with facility issues.

2) Determine what work will be assigned and what methods will be used.

At a minimum the facilities manager should be responsible for monitoring and maintaining the condition of the building(s) and equipment, the quality of the services under contract. This will require close coordination with MOJ.

It is recommended that facilities managers also coordinate and track the delivery, distribution, inventory, and re-stocking of supplies.

In larger courts, the facilities manager will coordinate the oversight of court security and capital improvements projects, and assist the CAM in projecting and reviewing budget allocations and expenditures.

The facilities manager may also be responsible for executing specific duties in the court's continuity of operations plan.

3) Set expectations and standards.

The CAM must establish expectations and standards, and require that the facilities manager provide information adequate to determine whether standards are being met, and staff and other resources are being used to best capacity and in alignment with priorities.

The standards must be measurable. For example:

Staff knows what is expected of them in the care and maintenance of the bathrooms.

Security measures are being taken in accordance with services and methods agreed between the court and law enforcement (with agreement points documented).

Mechanism for reporting may include:

Check lists of routine facilities inspections by facilities staff, administrative staff, judges, and court users (if this is included in public surveys)

Logs of routine maintenance, with dates scheduled and completed

Logs of requested equipment and repairs, with dates requested and completed

Copies of service contracts (e.g, cleaning services) with logs assessing the delivery of services in accordance with the terms of the contracts

Supplies inventories, and usage by department

Status reports of routine maintenance and repairs, emergency repairs and unexpected expenses/acquisitions, services delivery, special and capital improvement projects

Reports comparing actual allocated and actual facilities related expenditures

Reports projecting facilities related needs – both routine and capital improvement

4) *Monitor outcomes.*

The CAM must regularly review the reporting mechanisms of the facilities manager, and confirm outcomes by using other sources of assessment, and by direct observations of conditions.

5) *Include management meetings as required.*

Though his/her attendance may not be required at every management meeting, the facilities and logistics manager should sometimes be included in these meetings. It gives the manager the opportunity to talk with CAM and the management team about issues/problems they are facing, to better understand the how the facilities and services affect court processes and outcomes, to confirm priorities of action, and to suggest changes/solutions that will help the management team achieve its business goals.

6) *Stay involved as appropriate, necessary, and reasonable.*

Even in the largest courts with full-time facilities managers, the CAM will have responsibilities related to facilities, and must be available to respond to emergency situations with related directions, decisions and approvals.

It is important that the CAM regularly tour the court facilities to confirm that reports are accurate and standards are being met. Regular tours also give the CAM the chance to observe work areas, interact with staff, and meet with judges.

7) *Maintain administrative files.*

The CAM should maintain copies of contracts between MOJ and service providers, and copies of management reports that summarize the collective activities, current state, and pending actions related to facilities and logistics management.

Court Security and Continuity of Operations

The court is responsible to provide a safe environment for the people who work in and visit the court. Beyond ensuring that the facilities themselves are safe, the CAM must work with the police to ensure that security staff are providing needed services, and with the MOJ and other stakeholders to ensure that the court has practical plans to respond to emergency situations (e.g., fire, earthquake, electricity outages).

The number of police security staff assigned to a court, and the equipment/procedures used will vary by court size and location. The underlying purpose does not. Security staff are assigned to courts to keep people and property safe.

Continuity of operations planning (COOP) will also vary by court, but the underlying principle is the same. The court is responsible to maintain the safety of people, records, and equipment in the event of a natural disaster or other circumstances that threaten continuity of court operations.

Practices

Court Security:

Police assigned to security duty at the courts report directly to the supervisors in the police department, but the CAM has an obligation to be involved in the planning and execution of police activity in the court building(s). Most often, it is the court staff, users, and judges who are the direct observers and most directly affected by police security services.

1) Meet the police to confirm standards and expectations.

It is important to have a clear understanding of expectations and standards of the police department, to confirm that these meet the needs of the court and the public, and to assist the police department in monitoring the quality of delivery.

Meet with the police initially to understand and gain agreement on what services will be provided by police, what methods they will use to deliver these services, and what the standards of performance are related to these services.

This will include such things as screening people entering the court, the use of metal detectors, search procedures, emergency response, and use of force.

It will also include staffing levels, and working times, and contingency planning related to security staff.

2) Put the agreement in writing.

Ideally police security staff standards will be documented in court orders, policy directives, memoranda of understanding, or some similar document. If not, the CAM can take the initiative to put agreed expectations and standards in writing.

If not, the CAM can draft a set of expectations and standards outlining the points listed in section above.

Meet with the chief judge for review and approval.

Distribute the documentation to department heads and direct reports, and ensure that they communicate with their staff.

3) Monitor the delivery and methods of service.

As with any other service provide to the courts, deliver of security services must be monitored by the CAM (and staff) to ensure that the services are actually promoting public safety, and are being delivered in a manner consistent with agreements, laws, and codes of conduct and ethics.

4) Address and resolve issues promptly.

The documented expectations and standards should include processes to report and resolve any problems between the police, the court staff, and the court users.

5) Observe security methods and mechanisms as part of court tours.

Review of security staffing should be included in the facilities review and checklists, as should the operational soundness of any specialized security equipment such as the court's surveillance cameras.

Continuity of Operations:

The courts are required, to the extent possible, to ensure their continuity of essential functions and systems during any emergency or situation that may disrupt their normal operations.

COOP planning and execution is a shared responsibility of the Ministry of Justice and the local courts.

At a strategic level, the elements of a COOP plan include these outcomes:

- Ensuring the continuous performance of the courts' essential functions/operations during an emergency

- Protecting essential facilities, equipment, records, and other assets

- Reducing or mitigating disruptions to operations

- Reducing loss of life, minimizing damage and losses

- Achieving a timely and orderly recovery from an emergency and resumption of full service to customers

1) Develop the plan.

Meet with the Ministry of Justice to review continuity of operations standards and plans.

In addition to the strategic outcomes listed above, the Ministry and the courts will have tasks and tactics that are unique to the circumstances of each local court.

If necessary, develop a checklist to assess the court's preparedness to meet the elements of the plan.

Tactical elements of the local plan will include, but not be limited to items such as evacuation procedures, securing and removing prisoners, and securing or relocating vital assets.

2) Distribute and Review the plan.

Review the COOP with the chief judge, the management team, and with partner/stakeholder entities such as police who will be involved in the COOP response.

3) Test the plan.

It is not always practical or ethical to test the court's COOP plan by creating or simulating the emergency situations under which the plan would be executed.

The MOJ, chief judge, and CAM must therefore determine the level to which the plan can be tested and the methods that will be used (e.g., fire drill evacuation during working hours, back-up generator functions, or equipment relocation after hours).

It is important to test the plan, rather than wait for an emergency to find out if the theories of response produce the necessary results.

4) Update the plan.

Circumstances and potential threats change over time. The CAM should, at least annually, review the COOP with MOJ and the chief judge. Updates to the plan should be documented, distributed, and tested.

Resources

Budgeting and Capital Improvement

Court budgets are developed and administered by the Ministry of Justice. The CAM plays an important role in providing analysis and information to the MOJ so that they can make well-informed budgeting decisions that are aligned with the court's needs and with available funding.

Court needs and budget allocation will vary depending about court size, facilities, and local circumstances, but the underlying processes are consistent throughout the courts.

By instituting a systematic method of collecting and reviewing information throughout the year, the annual budgeting process will become less burdensome for the CAM and management team, and the likelihood that important items will be omitted or unsupported will be reduced.

Practices

1) Understand MOJ processes and perspective.

Meet with MOJ and review the full life cycle of budgeting – from request to allocation to expenditure.

The chief judge and the CAM are the partners of the Ministry of Justice in planning and delivering the logistical support of court operations. The budget process is the primary method of deciding precisely what organizational support is needed by, and will be given to each court. Staffing, facilities, information technology, and more hinge upon the CAM's ability to prove needs and understand the processes and constraints of MOJ. (There is rarely enough money to meet needs, so know this going into the process.)

2) Understand information and data use in budgeting.

Review the documents and criteria by which MOJ assesses needs and requests, assesses the authenticity of requests, prioritizes expenditures, and balances kingdom-wide needs with available funding and capacity.

3) Review historical data and trends.

A review of historical allocations, expenditures, and variances (by fiscal year and quarters) can provide insight into local court operations, and the level of reliability of the courts requests, plans, and execution. Variances from the plan may indicate particular areas of operation that were over or under-estimated, and should therefore be examined and managed more closely. It is also important to compare data from similar years/quarters, and match this to filing and caseload data of the court for the same time periods.

4) *Connect current circumstances to planning.*

When the CAM compares current operational budget data with historical trends and current data about caseload and staffing, it provides an opportunity to make thoughtful adjustments in partnership with MOJ (and within their constraints). This is much better than waiting for an “emergency” to emerge.

5) *Review with chief judge and management team; seek input.*

Once the CAM has gathered and combined the cumulative budget/needs assessments, he/she should meet with the chief judge and management team to confirm that the collective whole of it meets organizational and operational needs and imperatives – and that the priority of need is properly assigned.

6) *Review requests, allocations, expenditure, and project status in management meetings.*

Assuming current information is available on a monthly basis, include this review as a standard item in management team meetings.

7) *Amend, approve, or deny requests in accordance with the court's needs and priorities.*

Together with the chief judge, the CAM may have to make some hard choices in deciding which budget requests to submit to MOJ. This is an important part of the job.

8) *Consolidate and submit annual applications in accordance with MOJ procedures.*

The final submission should be well supported by facts, and easy to navigate, analyze, and act upon. It must therefore be prepared and submitted with MOJ procedures, requirements, and constraints in mind.

Fiscal Management

Fiscal transactions, methods, and outcomes in the courts are under the authority and review of the Ministry of Finance (MOF). This does not mean that the CAM has minimal influence or obligations related to the court's fiscal activities, performance, and outcomes. To the contrary, this is a primary responsibility of the CAM.

Staff delivering fiscal services perform their work in the name and under the supervision of the court – the chief judge and CAM, using control mechanisms mandated by the MOF.

The chief judge has the management responsibility to ensure that adequate accounting and control systems safeguard all court receipts, disbursements, and funds held on deposit.

The CAM is responsible to implement systems and controls that support proper execution and monitoring of fiscal transactions performed by court staff.

From a public perspective, the court's ability to manage fiscal transactions timely and ethically is at the core of their rights to resolution and access to justice.

The CAM can improve efficiency, accuracy, and integrity of fiscal operations in the courts and reduce the likelihood of errors or unethical activities by the following practices.

Practices

1) Understand the standards, controls, and methods of the Ministries of Finance and Justice.

Internal Control “comprises the plan or organization and all of the coordinate methods and measure adopted within a business, government, or department thereof to safeguard its assets, to check the accuracy and reliability of its accounting data, promote operating efficiency, and encourage adherence to prescribed managerial policies.”

We cannot manage what we do not understand.

The CAM must understand the theories and mechanisms for fiscal controls.

2) Understand the records and reports (manual and automated) used to verify the integrity of financial transactions.

As the courts move from manual to automated accounting systems, it is important that the CAM understand the potential and limitations of reports produced in each environment. These reports can confirm such things as cashiers' daily totals matching individual receipts, account balances matching cumulative case-related transactions, and disbursements matching amounts specified in court orders, and timeliness of transactions.

3) *Audit the work and records of the court's fiscal staff.*

Standard reports, whether manual or automated, may or may not be able to indicate trends or problems related to a specific department or employee. The CAM, directly or through management staff, should regularly review the work and transactions performed by accounting staff. This can be done through random representative sampling or other standard review mechanisms.

4) *Review annual audit reports and recommendations with the chief judge and management team.*

Annual audits from persons outside the court system are a good, objective source of information and insight for the CAM. They may also contain inaccurate information, assumptions and/or conclusions from auditors not familiar with court procedures and constraints. For both reasons, it is important to review with the auditors their findings and recommendations, and to share this information with the chief judge and management staff.

The CAM must make time to review and discuss draft conclusions and recommendations, to negotiate reasonable and fair adjustments, and to take action on objective recommendations.

5) *Maintain the court's advance accounts.*

The CAM is responsible for maintaining, administering, and replenishing the court's local advance accounts.

Allowed expenditures and levels of authority and approval to manage these accounts are contained in the appendix to this section.

The CAM should maintain files of requests and receipts, and should promptly request account replenishment from MOJ. It is not necessary to wait until the entire account has been spent before requesting additional funds. In fact, this could put the court at a disadvantage when responding to small but urgent needs that could be covered by modest, but local discretionary funds.

Resources

- MOJ Regulations on procurements in the courts.

Information Technology

The chief judge has the administrative responsibility for the court's information technology systems. The CAM is therefore responsible to the chief judge for the information technology practices and outcomes in the court.

Managing information technology is the same as other areas of court management. We cannot manage what we do not understand.

Understanding information technology does not mean that the CAM must be able to perform every end-user function, or possess the knowledge and skills of IT specialists. It means that the CAM has a clear understanding of the structure, functions, and capabilities of the court's technologies. These technologies may include, but are not limited to:

- Court Case Management system (Mizan)
- Spreadsheets and Accounting Systems
- Word Processing and Presentation Applications
- Human Resources/Personnel Applications
- Email Applications (and other means of mail and messaging)
- Telephone Systems
- Surveillance Camera Systems
- Video-Conferencing/Testimony Systems

Many of these systems are supplied and maintained by the Ministry of Justice. This does not relieve the CAM of the responsibility to understand the technologies, and make the best use of these systems.

Practices

1) Understand inputs, outputs, structure, and potential of the court's IT systems and applications.

Jordanian courts are moving from a manual to an automated business environment. As court leaders, it is critical for CAMs to understand these essential business components, to ensure that they are used properly by staff, and to analyze outputs (e.g., reports) that will help the chief judge, the CAM, and the management staff better administer the business of the court.

The CAM must understand how these systems are used by staff within the life-cycle of a case, what records are created in the systems, and how the information can be used at a

case level, and cumulatively to view the activities and outcomes of people and departments, and the court as a whole.

(Refer to Chapter X, Caseflow Management for examples of Mizan management information and use.)

Understanding the structure and use of this information is not intended to infringe upon the chief judge's exclusive obligation to monitor and manage the work of judges. Much of what happens in court cases happens away from judicial offices and courtroom. The CAM cannot ensure the integrity of court records, or use objective information to manage court business without a foundational understanding of the court's case and financial systems and reports.

2) Use organizational data to assess the status, issues, and opportunities of the court.

Systematic reports of the quantity, quality, and timeliness of administrative services are available from MIZAN data.

It is the responsibility of the CAM to use this information to assess delivery of service in support of the court's goals and public purpose.

The CAM should work with MOJ to ensure that he/she can use statistical reports (historical and current) to know whether each department and each person is achieving milestone processing standards and personal potential.

3) Use technology for personal productivity.

The time of the CAM will be better protected, and the effectiveness of the CAM improved, by learning and using basic business applications, and insisting that direct administrative support staff also use these technologies. Technologies include, but are not limited to:

Word processing – for letters, templates, forms, reports

Spreadsheets – to keep track of money (budget and local advance accounts), people (staffing allocations/assignments) and things (supplies)

Presentation applications – to summarize information, support analysis and proposals

Email – for internal and external communications and attachments

MOJ systems related to personnel, budget, and facilities

4) Communicate electronically, when appropriate.

The purpose of professional court administration is to make the best use of time and talent. The CAM protects the time of the chief judge, and must, in parallel, protect his/her own time, and the time of partners in this profession.

Consider what communications and related documents can be exchange electronically, through email with structured formats and approved attachments.

Internationally, this has transformed the impact of court administration.

5) *Meet with staff and technologists.*

Use objective, data-based information in management staff meetings and in personal meetings with department heads and technologists who support and respond to the CAM.

The CAM has a continuing obligation to keep the balance between business needs and technology tools, to assess the usefulness of data to tell the truth, to request data needed to know – from an organizational level to individual performance – what is really happening in the court.

Do not attempt to manipulate the data, but do correct it if it is inaccurate. Sources of inaccuracies range from individual execution of duties to system design, and it is the CAM's responsibility to analyze, differentiate, and change circumstances that obscure the truth.

6) *Include adjunct/auxiliary systems*

The CAM is also responsible to ensure that adjunct systems (such as video conferencing, surveillance cameras, and remote testimony) are operational and supporting the court's needs.

Include these items on facilities checklists and confirm the status/effectiveness in regular meetings and surveys with users of these technologies.

Note: add a section that speak to data integrity and data quality and that should be developed among the CAM staff.

Resources

Mizan V2 Manual

Strategic and Executive Planning

The Ministry of Justice develops a strategic plan for the courts each year, and requires that each local court develop an executive plan in support of the objectives of the strategic plan.

The court's executive plan is closely tied to the court's budget and areas of core competency, and should be reviewed with MOJ, the chief judge, and management staff in that context.

The strategies and tactics for each local court must be based a vision of the future that is aligned with the public purpose of the court, MOJ's strategic plan, and local court needs and opportunities.

The chief judge and CAM should impart a shared vision throughout the court.

Make this vision consistent, and choose priorities and activities that transform vision to action.

Practices

1) Meet with the chief judge.

The CAM is the arm of the chief judge. Make time in regular or special meetings, and protect time, to talk about planning and potential.

2) Meet with MOJ.

Meet with MOJ to review the strategic plan, and discuss any specific items that MOJ would like to see included in the court's local executive plan.

Include routine operational items and proposed initiatives for fundamental improvement – standard overhead and capital projects.

3) Draft strategies and assign responsibilities.

Each objective will have specific strategies. Each strategy should include:

- Explanation of alignment/support of objective]
- Target performance goals, outcomes, and measurements
- Specific tasks and specific responsibilities to achieve each strategy
- Measurement to assess performance and progress
- Measurement to assess organizational impact
- Mechanisms (personal and business) to adjust plans as knowledge emerges

4) Communicate to the level of each person.

Just as each department head or supervisor must understand how the public purpose of the court relates to each person and each job ... so should the elements of the CAM's executive plan recognize this weave of connection and obligation.

Individual assignments and deadlines, without insight to role and purpose and without consistent oversight, without recognition of effort and outcomes, will fail.

5) *Monitor the outcomes.*

Executive plans are assessed by measurable outcomes.

Follow up on assignments and deadlines.

Stay focused on facts, balanced with personal observation.

6) *Adjust and repeat as necessary.*

Day to day, circumstances will change. It is the measure of a CAM to balance daily distraction and demands with vision.

Update the executive plan based on real circumstances and outcomes.

Protect enough time to plan, act, follow up on details, analyze circumstances, and adjust.

This is the job that only the CAM can do, and it takes time.

Resources

MOJ Executive Plan template

	Practices	Resources
Administrative Management Team	Delegate effectively	Sample Agenda – Management Meeting
	Meet with your team regularly	Sample Performance Measurements – By Department
	Prepare an agenda for the management meeting	Sample Statistical Reports
	Set goals and expectations, and measure outcomes	Sample Status Reports, Templates, Checklists
	Use standard reports and templates, and staffing data	Sample Designation of Acting Department head
	Open the floor to new items from managers	
	Follow up on action items	
	Keep the meetings short	
	Meet with managers individually	
	Institute a downward “deputy” delegation of authorities in case of absence	
	Delegate effectively	
	Choose the best skills available	
	Communicate expectations, mentor, and monitor outcomes	
Adjunct/Specialist Support		
	Delegate effectively	
	Communicate expectations, mentor, and monitor outcomes	
	Include in management team meetings and projects as appropriate	
Functions		
	Set Standards and Expectations	
Records Management	Understand and take action in accordance with regulations related to records retention and destruction	
	Take advantage of capacities and opportunities to improve record management at an organizational level	

Caseflow Management	Understand judicial case management goals	Sample explanation of one core milestone measurement and its relationship to organizational CM goals
	Establish performance measurements for administrative milestones	Sample department status report
	Establish performance measurements for administrative service milestones	Sample MIZAN statistical report
	Monitor outcomes through department status reports	
	Review outcomes at management meetings and with individual managers	
	Adjust performance measures, business practices, and personal performance to support continuous improvement	
Human Resources		
	Understand the role of the chief judge in human resources matters	Civil service regulations and resources
	Understand the expectations of the chief judge	Recommended evaluation procedures and examples from MOJ consultant
	Communicate expectations to management team and staff	Example staffing schemes
	Act promptly to fill open positions	Employee Logs (ongoing documentation of performance)
	Assign staff based on organization needs, current information, and priorities	Training Assessment Forms
	Evaluate performance by objective, consistent measures	Training Schedule – Preferably an MOJ annual training plan
	Assess individual training needs and organizational impact	Org Charts with Weekly updates for leaves, open positions, training
	Provide a career path for employees	
	Take action fairly	
Customer Service		
	Understand the chief judge's perspective	

	Ensure customer service perspective is included in new employee training	
	Ensure management staff can connect and communicate each job to the public purpose of courts	
	Monitor performance	
	Consider and discuss court business with public	
	Visibly acknowledge outstanding service	
	Community Outreach Programs	
Judicial Support		
	Visit the judges	Check lists for judicial assessment of facilities
	Inspect judicial workspaces	Check lists for judicial assessment of staffing
	Ensure adequate staffing	
	Monitor outcomes	
	Confer with the chief judge	
Facilities and Logistics Management		
	Designate a qualified facilities manager	
	Determine what work will be assigned and what methods will be used	
	Set expectations and standards	
	Monitor outcomes	
	Include management meetings as required	
	Stay involved as appropriate, necessary, and reasonable	
	Maintain administrative files	
Court Security and Continuity of Operations		
	Meet the police to confirm standards and expectations	
	Put the agreement in writing	
	Monitor the delivery and methods of service	
	Address and resolve issues promptly	

	Observe security methods and mechanisms as part of court tours	
Budgeting and Capital Improvement		
	Understand MOJ processes and perspective	
	Understand information and data use in budgeting	
	Review historical data and trends	
	Connect current circumstances to planning	
	Review with chief judge and management team	
	Review requests, allocations, expenditure, and project status in management meetings.	
	Amend, approve, or deny requests in accordance with the court's needs and priorities	
	Consolidate and submit annual applications in accordance with MOJ procedures	
Fiscal Management		
	Understand the standards, controls, and methods of the Ministries of Finance and Justice	
	Understand the records and reports (manual and automated) used to verify the integrity of financial transactions	
	Audit the work and records of the court's fiscal staff	
	Review annual audit reports and recommendations with the chief judge and management team	
	Maintain the court's advance accounts	
Information Technology		
	Understand inputs, outputs, structure, and potential of the court's IT systems and applications	
	Use organizational data to assess the status, issues, and opportunities of the court	
	Use technology for personal	

	productivity	
	Communicate electronically, when appropriate	
	Meet with staff and technologists	
	Include adjunct/auxiliary systems	
Strategic and Executive Planning		
	Meet with the chief judge	
	Meet with MOJ	
	Draft strategies and assign responsibilities	
	Communicate to the level of each person.	
	Monitor the outcomes	
	Adjust and repeat as necessary	

Appendix

Appendices

Appendix 1

وصف دوائر وأقسام وزارة العدل

1. مديرية الشؤون الإدارية والموارد البشرية

إدارة وتنمية الموارد البشرية العاملة في وزارة العدل والمحاكم، وتقديم الخدمات المتعلقة بالشؤون الإدارية، وتوفير احتياجاتها من اللوازم والتجهيزات، وتقديم كافة الخدمات الإدارية المساندة بكفاءة وفعالية.

- . قسم إدارة الموارد البشرية.
- . قسم تنمية الموارد البشرية.
- . قسم الخدمات الإدارية المساندة.

2. مديرية الشؤون المالية

تنظيم وإعداد مشروعات الموازنة التقديرية للوزارة وتحليل وضعها المالي، ومتابعة تنفيذ إجراءات الدورة المستندية، واتخاذ جميع الإجراءات اللازمة للمحافظة على الأموال العامة، وإجراء جميع المعاملات المالية والقيود المحاسبية الخاصة بالوزارة وحفظ سجلاتها.

- . قسم الموازنة والحسابات.
- . قسم النفقات.
- . قسم الرواتب.

3. مديرية إدارة أنظمة المعلومات

الانتقال بكافة أنشطة الوزارة والمحاكم والمعهد القضائي والمجلس القضائي من العمل اليدوي التقليدي إلى نظام محوسب من خلال إنشاء وتطوير وإدامة بنية تحتية وأنظمة وبرامج محوسبة يتم تصميمها خصيصاً لمساعدة الجهاز القضائي وأعوانه من الموظفين على سرعة الفصل في القضايا وتحقيق العدالة الناجزة وتبسيط إجراءات تقديم الخدمات في المحاكم للمراجعين.

- . قسم البنية التحتية.
- . قسم تطوير البرمجيات.
- . قسم التنسيق والدعم الفني.

4. مديرية الإتصال

تعزيز الاتصال وزيادة الوعي العام على المستوى حول رؤية وأهداف وزارة العدل والمشاريع القائمة ضمن استراتيجية تطوير القضاء الأردني وأهم الانجازات والخطط المستقبلية، وتطوير وتنفيذ استراتيجية الاتصال والعلاقات العامة لوزارة العدل والمجلس القضائي والمعهد القضائي. وتنسيق كافة مهام العلاقات العامة والإعلام للوزارة وإبصال دورها وصورتها النمطية إلى كافة الأطراف المعنية والصحافة والإعلام.

- . قسم الإتصال الداخلي.
- . قسم الإتصال الخارجي.
- . قسم خدمة الجمهور .

5. مديرية إدارة شؤون المحاكم

التنسيق مع المحاكم لتطوير وتحديث هيكلها التنظيمية وتحديد احتياجاتها وإعداد الخطط المستقبلية لمواجهة الزيادة المتوقعة في عدد القضاة والموظفين وتطور حجم العمل، وتطوير أنظمة العمل في المحاكم والمساهمة في عملية حوسبة عملياتها وإجراءاتها.

- . قسم تخطيط احتياجات المحاكم.
- . قسم اللوازم.

6. مديرية الشؤون القانونية والتعاون الدولي

تقديم الرأي والاستشارة القانونية التي يتطلبها عمل الوزارة، وإجراء المراجعة للإتفاقيات والمعاهدات ومنكرات التفاهم ذات العلاقة بعمل الوزارة لضمان إتساقها مع التشريعات النافذة، ودراسة ومتابعة المتغيرات الدولية والمحلية، وفتح قنوات الاتصال والتعاون مع المؤسسات والمنظمات والهيئات الدولية والأجنبية الناشطة في مجالات القضاء والعدالة والنزاهة والشفافية.

- . قسم الدراسات والاستشارات القانونية.
- . قسم الإتفاقيات والتعاون الدولي.
- . قسم دعم الحلول البديلة وإدارة الدعوى المدنية.

7. مديرية حقوق الإنسان وشؤون الأسرة

إرساء الرؤية العصرية لمفهوم وتشريعات ومواثيق حماية وإحترام حقوق الإنسان والحريات العامة وشرعية وضمانات التمتع بها، ودعم دور الوزارة في حماية هذه الحقوق والدفاع عن المجتمع والمصلحة العامة، والمساهمة في توفير البيئة القانونية المساندة للكيان الأسري، وتعزيز مشاركة المجتمع المدني في هذا المجال، والعمل على التوعية بهذه المفاهيم والمبادئ وبأهميتها وتأثيراتها على المواطن والمجتمع ككل.

- . قسم حماية الحقوق والحريات.
- . قسم شؤون الأسرة.

8. وحدة السياسات والتطوير المؤسسي

الارتقاء بالأداء المؤسسي من خلال توفير الدعم الفني في مجالات وضع السياسات والإستراتيجيات، والتخطيط الاستراتيجي، ومتابعة وتقييم وتقويم الأداء المؤسسي، وتحسين الخدمات المقدمة، ومصح الإجراءات والعمليات وتبسيطها وتوثيقها ومتابعة حوسبتها، وإقتراح ومتابعة مشروعات تحسين وتطوير الأداء المؤسسي للوزارة ومرافقها والجهاز القضائي.

9. وحدة الرقابة الداخلية

التأكد من سلامة الإجراءات والمعاملات الإدارية وتدقيق عمليات الوزارة المالية والإدارية للتأكد من فعالية أنظمتها وعملياتها وقدرتها على تحقيق أهدافها الموضوعة طبقاً للقوانين والأسس والأنظمة والاتفاقيات والإجراءات والسياسات والالتزامات القانونية.

10. مديرية التفتيش القضائي

التفتيش على أعمال قضاة المحاكم وأعضاء النيابة العامة ومساعدى المحامي العام المدني وقضاة التنفيذ باستثناء شاغلي الدرجة العليا، وتقييم أعمال القضاة من حيث حسن تطبيق القانون، واستيفاء إجراءات التقاضي، واستيفاء القرارات والأحكام لأسبابها وعللها وسلامة النتائج التي تم الوصول إليها وتحديد نسبة الفصل السنوي للقاضي، والتفتيش على الدوائر وموظفي المحاكم وفقاً لنظام التفتيش القضائي على المحاكم النظامية المعمول به.

11. دائرة إشهار الذمة المالية

تلقي إقرارات اشهار الذمة المالية الخاصة بمن تسري عليهم احكام قانون إشهار الذمة المالية ومعالجة أي بيانات وإيضاحات وإخبارات متعلقة بها.

12. مكتب وزير العدل

تنظيم البريد والاتصالات الصادرة عن والوارد إلى المكتب وترتيب أولويات الوزير ومواعيده وتحديد وترتيب وتنظيم أعماله واجتماعاته، وتوفير المعلومات والإختصاصيات اللازمة وإعداد المراسلات والتقارير والخطابات اللازمة لأعمال المكتب، وتزويد الجهات والمديريات المعنية بنسخ من القرارات والتعليمات الصادرة عن مكتب الوزير، واستقبال الوفود وممثلي الجهات ذات العلاقة بعمل الوزارة.

13. مكتب الأمين العام

إتخاذ الترتيبات اللازمة لإجتماعات الأمين العام وتنظيم البريد الصادر والوارد والاتصالات، وتوفير المعلومات والإختصاصيات اللازمة وإعداد وطباعة المراسلات والتقارير والخطابات اللازمة لأعمال المكتب، واستقبال الوفود وممثلي الجهات ذات العلاقة بعمل الوزارة.

14. مديرية شؤون المحاكم

التنسب مع المحاكم لتطوير وتحديث هياكلها التنظيمية وتحديد احتياجاتها وإعداد الخطط المستقبلية لمواجهة الزيادة المتوقعة في عدد القضاة والموظفين وتطوير حجم العمل، وتطوير أنظمة العمل في المحاكم والمساهمة في عملية حوسبة عملياتها وإجراءاتها.

. قسم تخطيط احتياجات المحاكم

. قسم اللوازم

15. مديرية الأبنية والمشاريع

متابعة المشاريع الإنشائية لمباني الوزارة والمحاكم مع الجهات المعنية ومتابعة صيانتها، والمساهمة في إعداد وتطوير البنية التحتية للوزارة والجهاز القضائي بما يحقق زيادة فاعلية الجهاز القضائي وأعوان القضاء.

. قسم مشاريع الأبنية



تقرير متابعة سير العمل الدوري على مستوى الوزارة

الجزء الأول: التوثيق			
* نبذة موجزة عن الإنجاز الربعي:		وحدة السياسات والتطوير المؤسسي	
		الفترة المشمولة بالتقرير:	رقم التقرير:
		معد التقرير:	تاريخ التقرير:
		٢٠٠٨ /	٢٠٠٨ /

الجزء الثاني: خطة العمل التنفيذية الدورية				
الرقم	الاجراءات	المديرية/ الوحدة / الجهة المسؤولة	الإطل الزمني للإنجاز من إلى	سير العمل * * *
١.				
٢.				
٣.				
٤.				

الجزء الثالث: متابعة التنفيذ	
الرقم	الاجراءات/ القرارات المطلوب إنجازها
١.	
٢.	
٣.	

* مدى توافق أو الإنحراف عن الخطة وأهم الأحداث المؤثرة على سير العمل. * * * اللون الأخضر = يسير حسب الخطة. اللون الأصفر = بحاجة للتتبع عن قريبا لتسديس المعالجة. اللون الأحمر = التأخير من تطور قديما نسبت بإعانة العمل والأمر يتطلب التدخل لمعالجتها. *** يعني في حالة وجود حاجة للتتبع أو التأخير.

IDSF-٠٣-٠٣

نموذج تقرير متابعة سير العمل الشهري

الجزء الأول: التوثيق	
المديرية/الوحدة:	بينة موزة عن الإجازة الشهرية:
رقم التقرير: /	الفترة المشمولة بالتقرير:
تاريخ التقرير: / /	معد التقرير:

الجزء الثاني: خطة العمل التنفيذية الشهرية				
الرقم	الإجراءات	الموظف/الجهة المسؤولة	الإطار الزمني للإجازة	أسباب الإحراق عن الخطة
١.			إلى من	سير العمل
٢.				
٣.				
٤.				

الجزء الثالث: متابعة التنفيذ	
الرقم	الإجراءات/القرارات المطلوبة إتخاذها
١.	
٢.	
٣.	

- مدى التوافق أو الإحراق عن الخطة وأهم الأحداث المؤثرة على سير العمل. * اللون الأخضر = يتبع حسب الخطة. اللون الأصفر = بحاجة للتنبؤ عن قسماها. * يمتد من التقرير قسما تسميت بإعاقه العمل والأمر يتطلب التدخل لمعالجتها. * * يمتد في حالة وجود حاجة للتنبؤ أو التحذير. * * * * * IDSF-٠٣٠٢

نموذج تقرير تقييم الأداء والإجاز على مستوى المديرية/ الوحدة
لسنة

مديرية/ وحدة:

الجزء الأول: التوثيق
رقم التقرير: / /
تاريخ إعداد التقرير: / /

الجزء الثاني: كشف الأهداف							
ملاحظات حول مستوى الأداء	نسبة الإجاز %	القيمة المستهدفة لمؤشرات الأداء القياسية	قيمة مؤشرات أداء سنة الأساس	مؤشرات الأداء	الأهمية النسبية	التاريخ المتوقع للإجاز	الهدف

IDSF-٠٣-٠٤

Appendix 4

جدول أعمال المحكمة ودائرة التنفيذ في محكمة بداية خلال شهر لعام

	دائرة التنفيذ				محكمة الصلح		محكمة البداية					المجموع
	الإعلامات المحكوم بها لصالح الخزينة	سندات العدل	الإعلامات الشرعية	الإعلامات الحقوقية	صلح الحقوق	صلح الجزاء	استئناف حقوق	استئناف جزاء	بداية حقوق	بداية جزاء	جنايات	
المدور من الشهر السابق												
الوارد خلال الشهر الحالي												
المجموع												
المفصول خلال الشهر الحالي												
المدور الشهر القادم												

Appendix 5

Court Name

اسم المحكمة

New Team Member Checklist

قائمة توجيهية للموظفين الجدد في المحكمة

EMPLOYEE INFORMATION		
بيانات الموظف		
Name:	اسم الموظف:	Start date:
Position:	المسمى الوظيفي:	Manager:
المدير المباشر:		
POLICIES		
التعريف بسياسات المحكمة		
<input type="checkbox"/> Review key policies. التعريف بسياسة المحكمة من حيث:	<ul style="list-style-type: none"> Vacation and sick leave leaves of absence Holidays Overtime Performance reviews Dress code 	<ul style="list-style-type: none"> Ethics Code Progressive disciplinary actions Security Confidentiality Safety Emergency procedures
الإجازات والإجازات المرضية المغادرات العطلات العمل الإضافي استعراض معايير الأداء قواعد اللباس		
مدونة قواعد السلوك الإجراءات التأديبية أمن المحكمة السرية السلامة قواعد الطوارئ		
ADMINISTRATIVE PROCEDURES		
الإجراءات الإدارية		
<input type="checkbox"/> Review general administrative procedures. التعريف بالإجراءات الإدارية بشكل عام في المحكمة:	<ul style="list-style-type: none"> Office/desk/work station Keys Mail (incoming and outgoing) Office supplies 	<ul style="list-style-type: none"> Telephones Finger print Conference rooms Picture ID badges
المكتب/مكان ممارسة العمل المفاتيح الخاصة بالمحكمة البريد الصادر والوارد اللوازم المكتبية		
الهواتف البصمة (مراقبة الدوام) غرف الاجتماعات بطاقات التعريف الخاصة بالموظف		
INTRODUCTIONS AND TOURS		
مقدمة عن عمل المحكمة وجولة في المحكمة		

<input type="checkbox"/> Give introductions to department staff during tour.				اعطاء مقدمة عن أقسام المحكمة للموظفين	
<input type="checkbox"/> Tour of facility, including: جولة إلى مرافق المحكمة، تتضمن:	<ul style="list-style-type: none"> • Registries أقلام المحكمة • Judge Rooms مكاتب القضاة • Courtrooms قاعات المحاكمة • Stores المستودعات • Conference Rooms غرف الاجتماعات 	<ul style="list-style-type: none"> • Parking مواقف السيارات • Printers أجهزة الطباعة • Office supplies اللوازم المكتبية • Restrooms دورات المياه 	<ul style="list-style-type: none"> • Coffee/vending machines أجهزة بيع القهوة والمشروبات • Cafeteria الكافيتيريا • Emergency exits and supplies مخارج الطوارئ • Copy centers مراكز التصوير • Fax machines أجهزة الفاكس 		
POSITION INFORMATION					
معلومات خاصة بالمسمى الوظيفي					
<input type="checkbox"/> Introductions to team.					تعريف الموظف الجديد بفريق العمل
<input type="checkbox"/> Review initial job assignments and training plans.					عرض المهام الموكلة له والخطط التدريبية
<input type="checkbox"/> Review job description and performance expectations and standards.					عرض المسميات الوظيفية ومعايير الأداء
<input type="checkbox"/> Review job schedule and hours.					عرض جدول الأعمال وساعات العمل
<input type="checkbox"/> Review policies and procedures.					عرض سيايات المحكمة والجراءات
COMPUTERS					
الكمبيوترات					
<input type="checkbox"/> Hardware and software reviews, including: التعرف بالأجهزة والبرامج، ويشمل:	<ul style="list-style-type: none"> • Mizan Application برنامج ميزان • New User مستخدم جديد 	<ul style="list-style-type: none"> • Databases قاعدة بيانات المحكمة • Credentials صلاحيات المستخدم 			

Appendix 5

قياس الأداء في المحاكم/ الأمن							معلومات الجهة المستهدفة في الاستبيان
اسم المحكمة:							
تاريخ التفتيش:							
5	4	3	2	1	درجات القياس: 1= ممتاز 2= جيد جداً 3= مقبول 4= ضعيف 5= غير مقبول		
					كفاية الكادر الامني .		
					وجود اجهزة تفتيش متقدمة دون اتباع سياسة التفتيش التقليدية .		
					وجود غرفة خاصة لتفتيش السيدات .		
					وجود غرفة امنية خاصة نظيفة و مناسبة للكادر الامني .		

Appendix 6

جدول أعمال محكمة بداية..... خلال شهر..... لعام.....

الهيئة	اسم القاضي	المدور السابق	الوارد	المجموع	المفصول	المدور الحالي
الهيئة الأولى						
الهيئة الثانية						
الهيئة الثالثة						
المجموع						

Appendix 7

التاريخ ٢٠٠٩/١١/٠٤ ٢٠٥٤

صفحة ١/١



وزارة العدل
المملكة الاردنية الهاشمية
محكمة بداية حقوق عمان

جدول أعمال محكمة بداية حقوق عمان خلال شهر أيلول لسنة ٢٠٠٩

٢٣٧٣	الدعوى المدورة من الشهر السابق
١٤٤	الواردة خلال الشهر الحالي
٢٥١٧	المجموع
٦٢	المفصول خلال الشهر الحالي
٢٤٥٥	المدورة للشهر القادم



الموظف الفنية التخصصية*
تقرير الأداء السنوي
(الفئة الأولى)

الرقم الوطني
رقم الملف
اللائحة

الجزء الأول: معلومات عامة عن الموظف (تعبأ بإشراف وحدة الموارد البشرية).

[illegible][illegible]

- العقوبات التي أوقعت على الموظف خلال سنة التقويم -

-التقرير السنوي للموظف في السنة السابقة،

ممتاز ☐

- كتب الشكر و/أو شهادات التقدير خلال سنة التقييم،

اسم وتوقيع مسؤول وحدة الموارد البشرية

* المؤلفات الفنية الخمسينية، تشمل الاختصاص الوطني في مجال الشؤون الثقافية والمزاور البشرية والاجامود والتدريس الجامعي إضافة الى الفن العلمي بأشكاله الأدبية والفكرية والبرقن والتخصصات وأطباء الأسنان.

Appendix 8

جزء الخامس: توصيات الرئيس المباشر

تطلب تحديد ثلاث توصيات على الأقل تعتبر ضرورية لتحسين مستوى أداء الموظف وسلوكه الوظيفي خلال العام القادم.

.....

الجزء السادس، الاعتراض على نتيجة التقييم (تعباً من قبل الموظف الحاصل على تقدير متوسط أو ضعيف)

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100
101
102
103
104
105
106
107
108
109
110
111
112
113
114
115
116
117
118
119
120
121
122
123
124
125
126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152
153
154
155
156
157
158
159
160
161
162
163
164
165
166
167
168
169
170
171
172
173
174
175
176
177
178
179
180
181
182
183
184
185
186
187
188
189
190
191
192
193
194
195
196
197
198
199
200
201
202
203
204
205
206
207
208
209
210
211
212
213
214
215
216
217
218
219
220
221
222
223
224
225
226
227
228
229
230
231
232
233
234
235
236
237
238
239
240
241
242
243
244
245
246
247
248
249
250
251
252
253
254
255
256
257
258
259
260
261
262
263
264
265
266
267
268
269
270
271
272
273
274
275
276
277
278
279
280
281
282
283
284
285
286
287
288
289
290
291
292
293
294
295
296
297
298
299
300
301
302
303
304
305
306
307
308
309
310
311
312
313
314
315
316
317
318
319
320
321
322
323
324
325
326
327
328
329
330
331
332
333
334
335
336
337
338
339
340
341
342
343
344
345
346
347
348
349
350
351
352
353
354
355
356
357
358
359
360
361
362
363
364
365
366
367
368
369
370
371
372
373
374
375
376
377
378
379
380
381
382
383
384
385
386
387
388
389
390
391
392
393
394
395
396
397
398
399
400
401
402
403
404
405
406
407
408
409
410
411
412
413
414
415
416
417
418
419
420
421
422
423
424
425
426
427
428
429
430
431
432
433
434
435
436
437
438
439
440
441
442
443
444
445
446
447
448
449
450
451
452
453
454
455
456
457
458
459
460
461
462
463
464
465
466
467
468
469
470
471
472
473
474
475
476
477
478
479
480
481
482
483
484
485
486
487
488
489
490
491
492
493
494
495
496
497
498
499
500
501
502
503
504
505
506
507
508
509
510
511
512
513
514
515
516
517
518
519
520
521
522
523
524
525
526
527
528
529
530
531
532
533
534
535
536
537
538
539
540
541
542
543
544
545
546
547
548
549
550
551
552
553
554
555
556
557
558
559
560
561
562
563
564
565
566
567
568
569
570
571
572
573
574
575
576
577
578
579
580
581
582
583
584
585
586
587
588
589
590
591
592
593
594
595
596
597
598
599
600
601
602
603
604
605
606
607
608
609
610
611
612
613
614
615
616
617
618
619
620
621
622
623
624
625
626
627
628
629
630
631
632
633
634
635
636
637
638
639
640
641
642
643
644
645
646
647
648
649
650
651
652
653
654
655
656
657
658
659
660
661
662
663
664
665
666
667
668
669
670
671
672
673
674
675
676
677
678
679
680
681
682
683
684
685
686
687
688
689
690
691
692
693
694
695
696
697
698
699
700
701
702
703
704
705
706
707
708
709
710
711
712
713
714
715
716
717
718
719
720
721
722
723
724
725
726
727
728
729
730
731
732
733
734
735
736
737
738
739
740
741
742
743
744
745
746
747
748
749
750
751
752
753
754
755
756
757
758
759
760
761
762
763
764
765
766
767
768
769
770
771
772
773
774
775
776
777
778
779
780
781
782
783
784
785
786
787
788
789
790
791
792
793
794
795
796
797
798
799
800
801
802
803
804
805
806
807
808
809
810
811
812
813
814
815
816
817
818
819
820
821
822
823
824
825
826
827
828
829
830
831
832
833
834
835
836
837
838
839
840
84

.....

تاریخ: / /

قَبِيعُ الْمُؤَخَّلَفِ:

قرار لجنة الاعتراض

.....

تاریخ: / /

رئيس لجنة الاعتراض	التوقيع
عضو لجنة الاعتراض	التوقيع
عضو لجنة الاعتراض	التوقيع

(1947-1948)
 1947-1948
 1947-1948



(U//F)

ॐ नमो भगवते वासुदेवाय ॥
 श्रीकृष्णार्चनम् ॥

[illegible][illegible]

معلومات عامة		معلومات إضافية	
الاسم	اللقب	الاسم	اللقب
1	2	3	4
5	6	7	8
9	10	11	12
13	14	15	16
17	18	19	20
21	22	23	24
25	26	27	28
29	30	31	32
33	34	35	36
37	38	39	40
41	42	43	44
45	46	47	48
49	50	51	52
53	54	55	56
57	58	59	60
61	62	63	64
65	66	67	68
69	70	71	72
73	74	75	76
77	78	79	80
81	82	83	84
85	86	87	88
89	90	91	92
93	94	95	96
97	98	99	100

الموظف الفنية التخصصية*
تقرير الاداء السنوي
(الفئة الاولى)

الرقم الوطني
رقم الملف
العدد اشارة

الجزء الأول: معلومات عامة عن الموظف (تعبأ بإشراف وحدة الموارد البشرية).

[illegible][illegible]

جزء الخامس: توصيات الرئيس المباشر

تطلب تحديد ثلاث توصيات على الأقل تعتبر ضرورية لتحسين مستوى أداء الموظف وسلوكه الوظيفي خلال العام القادم.

الجزء السادس: الاعتراض على نتيجة التقييم (تعباً من قبل الموظف الحاصل على تقديرات متوسطة أو ضعيفة)

قرار لجنة الاعتراض

رئيس لجنة الاعتراض

عضو لجنة الاعتراض

عضو لجنة الاعتراض

[illegible]

الجزء الخامس : التوصيات وفقاً لنتائج المراجعة الدورية .

توصيات الرئيس المباشر لتطوير أداء الموظف وفقاً لنتائج المراجعة الدورية الأولى

اسم الرئيس المباشر : التاريخ : التاريخ :

رأي المدير العام :

اسم المدير العام : التاريخ : التاريخ :

توصيات الرئيس المباشر لتطوير أداء الموظف وفقاً لنتائج المراجعة الدورية الثانية

اسم الرئيس المباشر : التاريخ : التاريخ :

رأي المدير العام :

اسم المدير العام : التاريخ : التاريخ :

الجزء الثاني : النتائج / مخرجات الأعمال المطلوب من الموظف تحقيقها وفقاً للأهداف و / أو مؤشرات الأداء .

أهداف الوحدة التنظيمية التي يساهم الموظف في تحقيقها.

الرقم	الهدف / المؤشر
1	
2	
3	
4	
5	

اسم الرئيس المباشر : التاريخ : التاريخ :
اسم المدير العام : التاريخ : التاريخ :

جدول خطة عمل الموظف خلال سنة التقييم وذلك			
لأهداف الأنشطة التقييمية لتحقيق النتائج / مخرجات الأعمال المطلوب من الموظف تحقيقها.			
رقم النشاط	وصف النشاط	الفترة الزمنية للتنفيذ	مؤشرات الأداء
1		من	إلى
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			
32			
33			
34			
35			
36			
37			
38			
39			
40			
41			
42			
43			
44			
45			
46			
47			
48			
49			
50			
51			
52			
53			
54			
55			
56			
57			
58			
59			
60			
61			
62			
63			
64			
65			
66			
67			
68			
69			
70			
71			
72			
73			
74			
75			
76			
77			
78			
79			
80			
81			
82			
83			
84			
85			
86			
87			
88			
89			
90			
91			
92			
93			
94			
95			
96			
97			
98			
99			
100			

الموظف : التاريخ : التاريخ :
الرئيس المباشر : التاريخ : التاريخ :

Appendix 9

نموذج حصر وتحديد الاحتياجات التدريبية (المدراء)

لعام

حضرة مدير مديرية/ وحدة

تتقدم مديره الشؤون الإدارية والموارد البشرية في الوزارة بالشكر لقيامكم بتخصيص جزء من وقتكم لتعبئة هذا الإستبيان الذي يهدف إلى إشراككم في عملية تخطيط وتنفيذ الأنشطة التدريبية في الوزارة والمحاكم الخاص بشاغلي الوظائف القيادية في الوزارة.

إن أساس نجاح العملية التدريبية بالمستوى المطلوب يعتمد بشكل أساسي على دقة ووضوح وواقعية مساهماتكم من معلومات وبيانات ومقترحات، الأمر الذي يمكننا من تصميم وتنفيذ وتقييم الخطط والبرامج والدورات التدريبية السنوية للموارد البشرية بالوزارة بالكفاءة المرجوة.

هذا وتجدون مرفقاً طيه تعليمات تعبئة الإستبيان للإهداء بها لضمان تطابق البيانات الواردة منكم مع مكونات قاعدة البيانات التدريبية المحوسبة.

وعليه، فإن المديرية تأمل تعبئة النموذج المرفق وموافاتها بذلك قبل نهاية دوام يوم الموافق 2008/ /

شاكرين لكم حسن تعاونكم.

واقبلوا فائق الإحترام،

مدير الشؤون الإدارية والموارد البشرية

إستبانة تدريب (1) المدراء

القسم الأول:

البيانات الشخصية:

الاسم الكامل: العمر (إختياري): سنة

الوظيفة الحالية:

مكان العمل: محكمة: قسم:

الوزارة، مديرية/ وحدة:

آخر مؤهل علمي: ☐ دكتوراه ☐ ماجستير ☐ بكالوريوس

سنة الحصول على المؤهل:

مدة الخدمة الكلية: ☐ أقل من 7 سنوات ☐ من 7-10 سنوات ☐ أكثر من 10 سنوات

مدة الخدمة في الوظيفة الحالية: سنوات.

القسم الثاني :

أهم الدورات التدريبية التي تم اجتيازها خلال الثلاث سنوات السابقة:

"يرجى إعطاء أكبر قدر من التفاصيل الممكنة مع الشكر"

عنوان / اسم البرنامج التدريبي	نوع البرنامج التدريبي			الشهر والسنة (تقريب)	المدة	اسم المركز / الجهة التدريبية	داخل المملكة	خارج المملكة
	إداري	تقني	إداري					
1.		
2.		
3.		
4.		
5.		

HRDF-01-01-01

القسم الثالث

المهارات والمجالات الوظيفية المراد تحسينها:

مقابل البرامج التي تمثل الإحتياج التدريبي الأكثر أهمية والأعظم فائدة لتمكينك من رفع مستوى الأداء ✓ "يرجى وضع علامة وتحسين الجودة وإزالة القصور في تأدية مهام الوظيفة":

أولاً: برامج تنمية المهارات القيادية:

- | | |
|---|---|
| <input type="checkbox"/> التخطيط الإستراتيجي | <input type="checkbox"/> القيادة التشاركية |
| <input type="checkbox"/> إدارة المعرفة | <input type="checkbox"/> مفهوم وإدارة وتطبيقات الجودة الشاملة |
| <input type="checkbox"/> إدارة وتطوير الأداء المؤسسي | <input type="checkbox"/> تقييم الأداء المؤسسي |
| <input type="checkbox"/> هنسة العمليات الإدارية | <input type="checkbox"/> مفاهيم تنمية الموارد البشرية توظيفها |
| <input type="checkbox"/> نظم دعم القرار في الإدارة الحكومية | <input type="checkbox"/> آليات متابعة وتقييم الأداء الحكومي |
| <input type="checkbox"/> تطوير المسار الوظيفي وسياسة الإحلال والتعاقب | <input type="checkbox"/> إستخدام تكنولوجيا المعلومات لتطوير إجراءات العمل |
| <input type="checkbox"/> إدارة الأداء المؤسسي بإستخدام بطاقات الأداء المتوازن | <input type="checkbox"/> مهارات تقييم الأداء الفردي ووضع الأهداف. |
| <input type="checkbox"/> أسس تطوير وتحديث الهياكل التنظيمية | <input type="checkbox"/> مهارات إجراء المقابلات والإختيار والتعيين |

برامج تدريبية أخرى:

ثانياً: برامج تنمية المهارات الإدارية:

- | | | | |
|--------------------------|---|--------------------------|---------------------------------|
| <input type="checkbox"/> | • مهارات الاتصال الفعال | <input type="checkbox"/> | • تبسيط أساليب وإجراءات العمل |
| <input type="checkbox"/> | • خطط تطوير الذات | <input type="checkbox"/> | • مفهوم وعناصر الإدارة الحديثة |
| <input type="checkbox"/> | • بناء فرق العمل لإحداث التغيير | <input type="checkbox"/> | • مهارات تنظيم وإدارة الوقت |
| <input type="checkbox"/> | • العمل في ظل الضغوط | <input type="checkbox"/> | • النظم الحديثة لتقييم الأداء |
| <input type="checkbox"/> | • تحديد وتحليل وحل مشكلات العمل | <input type="checkbox"/> | • صناعة واتخاذ القرار الفعال |
| <input type="checkbox"/> | • مفهوم تنمية الموارد البشرية | <input type="checkbox"/> | • آليات تشجيع الابتكار والإبداع |
| <input type="checkbox"/> | • مهارات التحفيز والتفويض والتمكين | <input type="checkbox"/> | • فن إدارة الاجتماعات |
| <input type="checkbox"/> | • مهارات إعداد ومتابعة وتقييم الخطط التنفيذية | <input type="checkbox"/> | • مهارات صياغة وعرض التقارير |

برامج تدريبية أخرى:

HRDF-01-01-01

ثالثاً: البرامج التدريبية التخصصية:

- | | | | |
|--------------------------|--------------------------------------|--------------------------|--|
| <input type="checkbox"/> | • اللغات الأجنبية : | <input type="checkbox"/> | • مهارات التدريب على رأس العمل |
| <input type="checkbox"/> | • الإنجليزية | <input type="checkbox"/> | • تطوير النظم الإدارية بالمحاكم |
| <input type="checkbox"/> | • الفرنسية | <input type="checkbox"/> | |
| <input type="checkbox"/> | • إدارة العملية التدريبية و مكوناتها | <input type="checkbox"/> | • قواعد وآليات إعداد خطة التدريب وموازنتها. |
| <input type="checkbox"/> | • مهارات الباحث القانوني | <input type="checkbox"/> | • الترجمة القانونية التخصصية |
| <input type="checkbox"/> | • نظام الخدمة المدنية | <input type="checkbox"/> | • المعايير الفنية للحكومة الإلكترونية |
| <input type="checkbox"/> | • تطوير أدلة إجراءات العمل والنماذج | <input type="checkbox"/> | • تكنولوجيا المعلومات وإدارة الموارد البشرية |
| <input type="checkbox"/> | • الأوراكل | <input type="checkbox"/> | • أسس إعداد قواعد البيانات |

- مهارات الرقابة الداخلية
- التدقيق المالي والإداري
- إنجاز المعاملات التقاعدية
- إعداد الموازنات المالية لغير المحاسبين
- إعداد المدربين
- إعداد الموازنات وجدول التكاليف

برامج تدريبية أخرى:.....

.....

القسم الرابع:

مقترحات وتوصيات إضافية:

"يرجى تدوين المقترحات و/ أو التوصيات التدريبية التي تراها ضرورية ولازمة ولم يسبق تناولها سابقاً":

1.
2.
3.
4.

شكراً على تعاونكم،

إستبانة تدريب (2)

نموذج حصر وتحديد الاحتياجات التدريبية (شاغلو الوظائف الإشرافية: رئيس قسم/ قلم/ شعبة ومن بحكمهم) لعام

السادة شاغلو الوظائف الإشرافية، حضرة

تتقدم مديره الشؤون الإدارية والموارد البشرية في الوزارة بالشكر لقيامكم بتخصيص جزء من وقتكم لتعبئة هذا النموذج الذي يهدف إلى إشراككم في عملية تخطيط وتنفيذ الأنشطة التدريبية الخاص بشاغلي الوظائف الإشرافية في الوزارة كرؤساء الأقسام ورؤساء الأقسام ورؤساء الشعب. إن أساس نجاح العملية التدريبية بالمستوى المطلوب يعتمد بشكل أساسي على دقة ووضوح وواقعية مساهماتكم من معلومات وبيانات ومقترحات، الأمر الذي يمكننا من تصميم وتنفيذ وتقييم الخطط والبرامج والدورات التدريبية السنوية للموارد البشرية بالوزارة بالكفاءة المرجوة.

هذا وتجدون مرفقاً طيه تعليمات تعبئة الإستبيان للإهداء بها لضمان تطابق البيانات الواردة منكم مع مكونات قاعدة البيانات التدريبية المحوسبة.

وعليه، فإن المديرية تأمل تعبئة النموذج المرفق وموافاتها بذلك قبل نهاية الدوام يوم الموافق . / /

شاكرين لكم حسن تعاونكم.

واقبلوا فائق الإحترام،

مدير الشؤون الإدارية والموارد البشرية

إستبانة تدريب (2) شاغلوا الوظائف الإشرافية (رئيس قسم/ قلم/ شعبة ومن بحكمهم)

القسم الأول:

البيانات الشخصية:

الاسم الكامل: العمر (إختياري): سنة

الوظيفة الحالية:

مركز العمل: محكمة: (تميز، عدل عليا، استئناف، جنايات كبرى، إستئناف جمارك، إستئناف، ضريبة دخل، بداية جمارك , بداية ، صلح).

النيابة:

الوزارة: مديرية/ وحدة: قسم: شعبة:

آخر مؤهل علمي: دكتوراه ☐ ماجستير ☐ بكالوريوس ☐ دبلوم ☐ ثانوية عامة ☐ أقل من ثانوية ☐

سنة الحصول على المؤهل:

مدة الخدمة الكلية: أقل من 3 سنوات ☐ من 3-5 سنوات ☐ من 5-7 سنوات ☐ أكثر من 7 سنوات ☐

مدة الخدمة في الوظيفة الحالية: سنوات.

القسم الثاني :

أهم الدورات التدريبية التي تم اجتيازها خلال الثلاث سنوات السابقة:

"يرجى إعطاء أكبر قدر من التفاصيل الممكنة مع الشكر"

عنوان / اسم البرنامج التدريبي	نوع البرنامج التدريبي			الشهر والسنة (تقريبي)	المدة	اسم المركز/ الجهة التدريبية	داخل المملكة	خارج المملكة
	إداري	تقني	تخصصي					
1.		
2.		
3.		
4.		
5.		

HRDF-01-02-01

القسم الثالث:

البرامج التدريبية المرغوبة لتحسين الأداء:

إزاء البرنامج التدريبي الذي يمثل الإحتياج التدريبي الأكثر أهمية والأعظم فائدة لتمكينك من رفع مستوى ✓"يرجى وضع علامة الأداء وتحسين جودة الخدمات وإزالة القصور في تأدية مهام الوظيفة."

أولاً: برامج تنمية المهارات الإدارية والسلوكية:

- مهارات الاتصال الفعال
- تطوير الذات
- بناء فرق العمل لإحداث التغيير
- العمل في ظل الضغط
- تحديد مشكلات العمل ومهارات الحل
- تنمية الموارد البشرية للإدارة الوسطى
- تبسيط أساليب وإجراءات العمل
- مفهوم وعناصر الإدارة الحديثة
- مهارات تنظيم وإدارة الوقت
- صناعة واتخاذ القرار الفعال
- النظم الحديثة لتقييم أداء المرؤوسين
- مهارات التحفيز والتفويض والتمكين

مهارات أخرى:

.....

ثانياً: البرامج التدريبية التخصصية:

- اللغات الأجنبية:
- - الفرنسية □ - الانجليزية
- تبليغ الأوراق القضائية
- ترسيم الدعاوى
- تصنيف الدعاوى الحقوقية والجزائية
- قانون التنفيذ
- تقسيم الأموال غير المنقولة
- مهارات الباحث القانوني
- الترجمة القانونية التخصصية
- التدريب على رأس العمل
- نظام الخدمة المدنية
- مهارات صياغة وعرض التقارير
- إدارة المكاتب والسكرتاريا التنفيذية
- تطوير أدلة إجراءات العمل والنماذج
- خدمة عملاء المحكمة
- الفهرسة والأرشفة الإلكترونية
- الأوراق
- استخدام البرامج المحوسبة في العمل
- مهارات الحاسوب المتوسطة والمتقدمة
- مهارات الرقابة الداخلية
- إنجاز المعاملات التقاعدية
- إدارة الدعوى المدنية
- التدقيق المالي والإداري
- إعداد الموازنات لغير المحاسبين
- تنظيم المستودعات وإجراءات التخزين

مهارات أخرى:

.....

مقترحات وتوصيات إضافية:

"يرجى تدوين المقترحات و/ أو التوصيات التدريبية التي تراها ضرورية ولازمة ولم يسبق تناولها سابقاً":

1.
2.
3.
4.

شكراً على تعاونكم،

إستبانة تدريب (3)

نموذج حصر وتحديد الاحتياجات التدريبية (الموظفين)

لعام

عزيزي المشارك،

تتقدم مديرية الشؤون الإدارية والموارد البشرية في الوزارة بالشكر لقيامكم بتخصيص جزء من وقتكم لتعبئة هذا النموذج الذي يهدف إلى إشراككم في عملية تخطيط وتنفيذ الأنشطة التدريبية الخاص بموظفي الوزارة والمحاكم.

إن أساس نجاح العملية التدريبية بالمستوى المطلوب يعتمد بشكل أساسي على دقة ووضوح وواقعية مساهماتكم من معلومات وبيانات ومقترحات، الأمر الذي يمكننا من تصميم وتنفيذ وتقييم الخطط والبرامج والدورات التدريبية السنوية للموارد البشرية بالوزارة بالكفاءة المرجوة.

هذا وتجدون مرفقاً طيه تعليمات تعبئة الإستبيان للاهتمام بها لضمان تطابق البيانات الواردة منكم مع مكونات قاعدة البيانات التدريبية المحوسبة.

وعليه، فإن المديرية تأمل تعبئة النموذج المرفق وموافاتها بذلك قبل نهاية الدوام يوم الموافق

. / /

شاكرين لكم حسن تعاونكم.

واقبلوا فائق الإحترام،

مدير الشؤون الإدارية والموارد البشرية

إستبانة تدريب (3) حصر وتحديد الإحتياجات التدريبية للموظفين

القسم الأول:

البيانات الشخصية:

الاسم الكامل: العمر (إختياري): سنة

الوظيفة الحالية:

مكان العمل: الوزارة، مديرية/ وحدة: قسم: شعبة:

- محكمة (تميز، عدل عليا، استئناف، جنايات كبرى، إستئناف جمارك، إستئناف، ضريبة دخل، بداية جمارك , بداية ، صلح).
- النيابة

آخر مؤهل علمي: دكتوراه ☐ ماجستير ☐ بكالوريوس ☐ دبلوم ☐ ثانوية عامة ☐ أقل من ثانوية ☐

سنة الحصول على المؤهل:

مدة الخدمة الكلية: أقل من 3 سنوات ☐ من 3-5 سنوات ☐ من 5-7 سنوات ☐ أكثر من 7 سنوات ☐

مدة الخدمة في الوظيفة الحالية: سنوات.

القسم الثاني :

أهم الدورات التدريبية التي تم اجتيازها خلال الثلاث سنوات السابقة:

"يرجى إعطاء أكبر قدر من التفاصيل الممكنة مع الشكر"

عنوان / اسم البرنامج التدريبي	نوع البرنامج التدريبي			الشهر والسنة (تقريبي)	المدة	اسم المركز / الجهة التدريبية	داخل المملكة	خارج المملكة
	إداري	تقني	أخصائي					
1.		
2.		
3.		
4.		
5.		

القسم الثالث:

البرامج التدريبية المرغوبة لتحسين الأداء:

إزاء البرنامج التدريبي الذي يمثل الإحتياج التدريبي الأكثر أهمية والأعظم فائدة لتمكينك من رفع مستوى ✓"يرجى وضع علامة الأداء وتحسين جودة الخدمات وإزالة القصور في تأدية مهام الوظيفة."

أولاً: برامج تنمية المهارات الإدارية والسلوكية:

- ☐ مهارات الاتصال الفعال
- ☐ تطوير الذات
- ☐ بناء فرق العمل لإحداث التغيير
- ☐ العمل في ظل الضغوط
- ☐ تحديد وتحليل وحل مشكلات العمل
- ☐ مفهوم تنمية الموارد البشرية
- ☐ تبسيط أساليب وإجراءات العمل
- ☐ مفهوم وعناصر الإدارة الحديثة
- ☐ مهارات تنظيم وإدارة الوقت
- ☐ التدريب وتنمية الموارد البشرية
- ☐ آليات متابعة وتقييم الأداء الحكومي
- ☐ مهارات خدمة عملاء المحكمة

مهارات أخرى:

ثانياً: الدورات التخصصية:

• اللغات الأجنبية :

- | | | | | | | | | |
|--------------------------|-----------------------------------|--------------------------|------------|--------------------------------|--------------------------|--------------------------|-----------------------------------|--------------------------|
| <input type="checkbox"/> | الفرنسية | <input type="checkbox"/> | الانجليزية | <input type="checkbox"/> | تبليغ الأوراق القضائية | <input type="checkbox"/> | ترسيم الدعاوى | <input type="checkbox"/> |
| • | تصنيف الدعاوى الحقوقية والجزائية | <input type="checkbox"/> | • | قانون التنفيذ | <input type="checkbox"/> | • | تقسيم الأموال غير المنقولة | |
| • | مهارات الباحث القانوني | <input type="checkbox"/> | • | الترجمة القانونية التخصصية | <input type="checkbox"/> | • | الترجمة التحريرية الشاملة | <input type="checkbox"/> |
| • | نظام الخدمة المدنية | <input type="checkbox"/> | • | مهارات كتابة المذكرات والرسائل | <input type="checkbox"/> | • | السكرتاريا وإدارة المكاتب | <input type="checkbox"/> |
| • | تطوير أدلة إجراءات العمل والنماذج | <input type="checkbox"/> | • | تحسين مهارات جودة الطباعة | <input type="checkbox"/> | • | الفهرسة والأرشفة الإلكترونية | <input type="checkbox"/> |
| • | الأوراكل | <input type="checkbox"/> | • | SPSS | <input type="checkbox"/> | • | مهارات الحاسوب | <input type="checkbox"/> |
| • | مهارات الرقابة الداخلية | <input type="checkbox"/> | • | إنجاز المعاملات التقاعدية | <input type="checkbox"/> | • | إدارة الدعاوى المدنية | <input type="checkbox"/> |
| • | التدقيق المالي والإداري | <input type="checkbox"/> | • | تنمية المهارات المحاسبية | <input type="checkbox"/> | • | تنظيم المستودعات وإجراءات التخزين | <input type="checkbox"/> |

مهارات أخرى:

HRDF-01-03-01

القسم الرابع:

مقترحات وتوصيات إضافية:

"يرجى تدوين المقترحات و/ أو التوصيات التدريبية المتصلة بالتدريب (فقط) والتي تراها ضرورية ولازمة ولم يسبق تناولها سابقاً":

1.
2.
3.
4.

شكراً على تعاونكم،

Appendix 11

قياس الأداء في المحاكم/ قاعات المحاكمة						معلومات الجهة المستهدفة في الاستبيان
اسم المحكمة:						
تاريخ التفتيش:						
درجات القياس: 1= ممتاز 2= جيد جداً 3= مقبول 4= ضعيف 5= غير مقبول						
5	4	3	2	1		
					مناسبة موقع قاعة المحاكمة وملاءمة الموقع والتوزيع	النظرة العامة
					مسميات قاعات المحاكمة وترقيمها	
					مناسبة مساحة قاعة المحاكمة مع أعداد المراجعين والمحامين	
					وجود جدول بأعمال كل قاضي على باب كل قاعة محاكمة	
					التهوية العامة لقاعة المحاكمة	
					قيام الطابعة بالتحضير للجلسات قبل بدء المحاكمة	الكادر المساعد للهيئة الحاكمة
					تواجد كاتب المتابعة على رأس عمله وتوفير الدعم اللازم للقاضي	
					تواجد المراسل واستجابته لأوامر القاضي	
					صلاحية ماكنات التصوير والطباعة وفعاليتها	الصيانة الدورية للأجهزة
					فعالية وصلاحية برنامج عدالة	
					صلاحية جهاز الحاسوب في قاعة المحاكمة	
					نظافة وترتيب القاعة ومراعاة تفريغ حاويات القمامة بشكل يومي	النظافة
					نظافة الجدران الداخلية للقاعة ومناسبة طلاء الجدران	
					عدم وجود تصدعات أو رشوحات في قاعة المحاكمة	الصيانة العامة
					مناسبة إضاءة قاعة المحاكمة	
					صلاحية أجهزة التكيف والتدفئة	
					صلاحية ساعة الحائط	

Appendix 12

نموذج خطة العمل التنفيذية للوزارة

لسنة

الجزء الأول: التوثيق	
رقم الوثيقة:	
تاريخ إعداد الوثيقة:	
/ /	

الجزء الثاني: الخطة								
الهدف رقم () :								
الرقم	الإجراء/ النشاط	الموارد المطلوبة	الجهة المسؤولة	الجهات ذات العلاقة		معايير النجاح/ الركائز	الإطار الزمني للإنجاز	
				داخلياً	خارجياً		من	إلى
1.								
2.								
3.								
4.								
5.								
6.								

ⁱ National Association for Court Administration Core Competencies – Roles and Purposes of the Courts